

RIVERWORKS

G E A R E D U P



workforce development / economic development / urban design / real estate

TABLE OF CONTENTS

4	<i>I. Executive Summary</i>
6	<i>II. Project Overview</i>
6	2.1 BACKGROUND
7	2.2 PROBLEM STATEMENT
7	2.3 OBJECTIVES
7	2.4 RIVERWORKS REDEVELOPMENT HISTORT
11	<i>III. Online Databases</i>
11	3.1 CREATING THE DIRECTORIES
12	3.2 IMPLEMENTING THE WEB-BASED APPLICATIONS
13	3.3 STAKEHOLDER FEEDBACK
15	<i>IV. Design and Branding</i>
15	4.1 BACKGROUND
16	4.2 ADVANCING DESIGN
18	4.3 RECOMMENDATIONS
21	4.4 STAKEHOLDER FEEDBACK
22	4.5 SUMMARY
25	<i>V. Promotion of Innovation and Entrepreneurship</i>
25	5.1 RESEARCH
26	5.2 RECOMMENDATIONS
29	5.3 STAKEHOLDER FEEDBACK
29	5.4 SUMMARY
31	<i>VI. Workforce Development</i>
31	6.1 RESEARCH
31	6.2 RECOMMENDATIONS
32	6.3 STAKEHOLDER FEEDBACK
33	6.4 IMPLEMENTATION
36	<i>Appendix A - Objectives and Criteria</i>
38	<i>Appendix B - Susceptible to Change Map</i>
40	<i>Appendix C. - Web-Applications Update Manual</i>
62	<i>Appendix D- Public Participation Overview</i>
66	<i>Appendix E - Current City Code Relevant to Design</i>
68	<i>Appendix F - Specific Sites and Interventions for Design and Branding Recommendations</i>

UM-Milwaukee, Applied Planning Workshop - Spring 2012

Project Team:

David Boehm, Niki Hill, Tony Spagnoli, James Starzec, Sarah Weina







I. EXECUTIVE SUMMARY

The Riverworks Industrial District of Northeast Milwaukee has a strong industrial base, engaged community members, and available real estate, but is hindered by negative perception. Unfounded beliefs that the existing buildings are unfit for commercial purposes, high crime rates and general disinvestment have made marketing the area towards businesses difficult. Addressing these needs will greatly enhance the attractiveness of the industrial district and improve its prospects in retaining and attracting businesses.

Through an extensive review of current conditions, stakeholder interviews and case studies, three distinct tools have been developed to help the Riverworks Development Corporation improve the commercial and industrial viability of the region. These recommendations require the support of the City of Milwaukee, either through financial and staff support, or through the adjustment of current codes and ordinances. However, the anticipated benefits of these tools will likely outweigh any costs incurred by the City and should find support in the local government.

Proposals

Online Business and Real Estate Directories

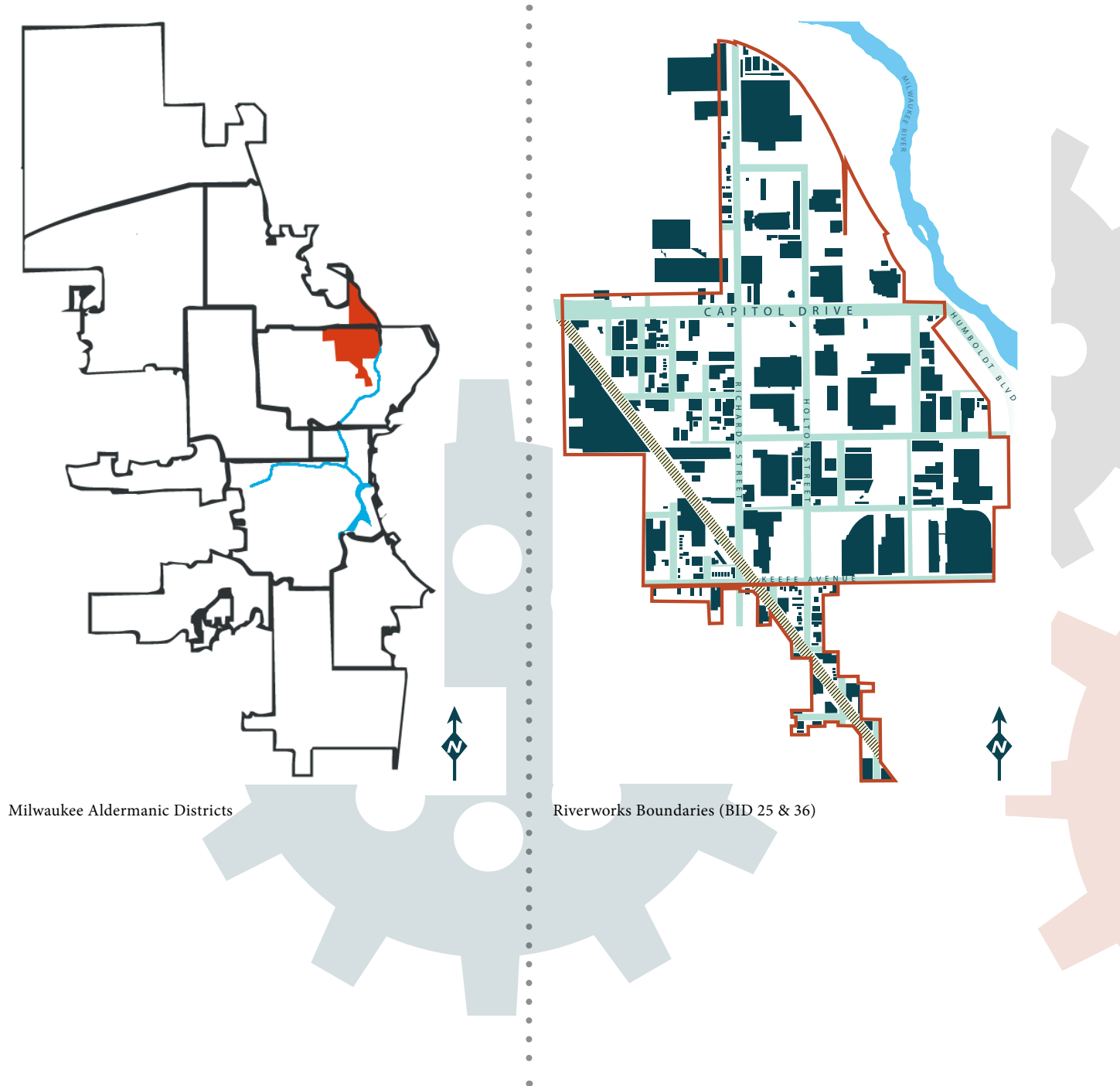
While there are a number of benefits to standard business and real estate directories, there is an even greater benefit to including them in an online directory. Online directories are inexpensive and effective in increasing visibility and customer footfall. Both the current RDC real estate and business directories are used to create distinct online interactive maps as marketing tools that utilize and enhance online databases. Comprehensive maps are used to provide a visual reference and search tools to current and potential businesses and customers.

Design and Branding Improvements

The design and aesthetic appeal of an area guides the initial impression of outside visitors. To highlight the assets of Riverworks, a wide ranging redesign of the district would enhance its image by improving intersections, gateways, and intensifying corridors. Taken in whole, these suggestions will encourage future projects to elevate design to a level of excellence and set Riverworks apart from similar districts across the city, state and country.

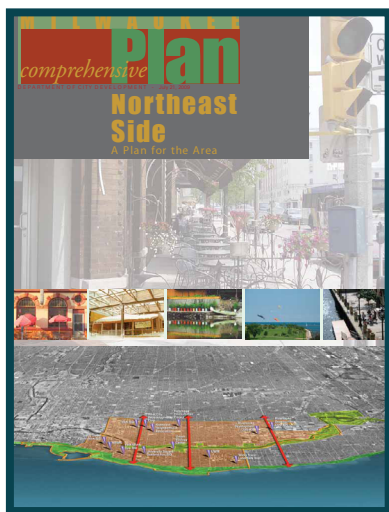
Workforce & Business Development Center

A workforce development program customized to meet the needs of local businesses addresses the needs of both employers and the local workforce by decreasing the time needed to train and place workers. Additionally, an innovation center with multiple workshops, a collaborative space, shared equipment and business development resources also has the potential to improve both the business climate and general image of the Riverworks District. Locating both of these programs within the same facility encourages interaction between organizations and programs. This facility could be a cornerstone of the area's redevelopment efforts, showing the rest of the city how the community is a safe and dynamic area to work in and strengthen the Riverworks image.





Riverworks Gateways on Capitol Drive built by the Riverworks Development Corporation



Northeast Side Comprehensive Plan

II. PROJECT OVERVIEW

2.1 BACKGROUND

Situated between the suburban communities of Glendale and Shorewood and the working class neighborhoods of Riverwest and Harambee, Riverworks sits at a crossroads in Milwaukee. This confluence of diverse households has helped maintain the area as an industrial center and regional commercial hub. Through gradual deindustrialization, Riverworks reached its lowest economic point when the American Motors Corporation closed its local factory in 1988. Since this time, the 33.5 acres of industrial buildings which make up the Riverworks Industrial Center has been struggling to maintain its vibrancy.

To combat this decline, the City of Milwaukee and local development agencies have set upon the creation of an action plan in order to reinvigorate commercial and industrial activities in Riverworks. The city's 2009 Northeast Side Comprehensive Plan defined the vision for Riverworks as:

Enhance the Riverworks District identity, marketability and viability, as a state of the art industrial and commercial mixed use center through the support and retention of thriving

businesses; maintenance of up to date buildings and infrastructure; and the retrofit and upgrade of outdated structures. In support of this vision, the North East plan listed goals for the area:

- Improve the district's image and identity
- Encourage business retention and recruitment
- Increase pedestrian safety and comfort
- Advance sustainable development practices

The Riverworks Development Corporation (RDC) is the primary organization that focuses on implementing the Northeast Side Plan within the Riverworks District. The RDC has been actively promoting and improving this district since 1992 when it was first established as the Northeast Milwaukee Industrial Development Corporation. The organization is run by nine staff members, along with fourteen board members, with an annual operating budget of roughly one million dollars. As the umbrella organization to the area's two business improvement districts (#25 and 36), the RDC plays an active role in enhancing the area. Their programs include façade grants, streetscaping and landscaping initiatives, marketing, and funding development. The RDC also operates the Financial Opportunity Center which assists local residents with workforce training and financial skills development.

Based on a review of the Riverworks District's history, its current conditions and the future envisioned by the City and local stakeholders, the following problem statement and objectives have been crafted to guide the development of this report's recommendations.

2.2 PROBLEM STATEMENT

The Riverworks Industrial District has a strong industrial base, engaged community members and available real estate, but is hindered by a negative perception. Unfounded perceptions that the existing buildings are unfit for commercial purposes, high crime rates and general disinvestment have made marketing the area to businesses difficult. The RID needs resources and programs that highlight the area's assets and improve its image. Addressing these needs will greatly enhance the attractiveness of the industrial district and improve its prospects in retaining and attracting desired businesses.

Project Scope: Provide resources and programs to support revitalization efforts and economic development in Riverworks.

2.3 OBJECTIVES

Building from this problem statement and scope, four objectives were crafted to address the issues

raised in an effective manner. For the criteria used to guide the final implementation and the specific rationale behind each objective listed, please refer to Appendix A.

Objective One: Develop an area wide database describing the land and building conditions of each parcel that is defined as "susceptible to change" or "possibly susceptible to change."

Objective Two: Address the physical image of Riverworks Center that improves accessibility, visual appeal, and provides a cohesive sense of place.

Objective Three: Recommend a new program or an improvement to an existing program to support increased innovation activity in Riverworks.

Objective Four: Recommend a new program or an improvement to an existing program to support increased workforce development in Riverworks.

2.4 RIVERWORKS REDEVELOPMENT HISTORT

As the focus of the manufacturing industry has changed in Wisconsin, so to has the character of the Riverworks Industrial District. While the area was once dominated by large scale industrial businesses,



One of the many Riverworks industries



Well landscaped sidewalk and fencing along Holton Street



Innovative job creation efforts



the trend today is towards smaller, light industrial, manufacturing and distribution businesses. Of the 177 area businesses identified by the University of Wisconsin, Milwaukee's Center for Economic Development, only three of these are manufacturing facilities with over 100 employees. Additionally, all of wholesale companies in Riverworks, with the exception of Johnson Brothers Beverage, employ less than twenty employees each.

Other factors influencing the area's shift to smaller operations are the changing needs of large manufacturers and a regional effort to promote the development of large scale business parks elsewhere in the city. The buildings within Riverworks are commonly considered "functionally obsolete" for major manufacturer's needs because of their low ceilings, awkward support beam locations and inadequate loading docks. However, the buildings are, for the most part, structurally sound and appropriate for other uses. Both the city and state governments have recognized this, and have chosen to focus their support of large manufacturing developments in other areas, such as the 30th Street Corridor and Menomonee Valley. Given these conditions, the RDC has worked to promote the area as a light industrial park through three major programs:

- The Public Safety & Appearance program: Graffiti removal and trash collection along the district's sidewalks.
- The Marketing & Promotions program: Promotional activities to market the area as a vibrant community for retail shopping, small businesses and commercial developers.
- Business and Property Assistance program: Supports local businesses through grants for façade improvements, fencing, and security and safety programs.

These programs have served the area well in the past, and will be supported by the recommendations made in this report.





Map Satellite

3950 N HOLTON ST

Property Type: Industrial
Lot Size:
Acreage: N/A
Building Area: 40,000 sq ft - Food Grade
Price Per Sq Foot: \$3.50
Sale Price: \$0.00
Company: 525 Properties
List Agent: Lloyd Levin
Phone: 262-478-1144
E-Mail: lloydpl@aol.com
More Information:

Property Type
Industrial

Map data ©2012 Google - Terms of Use

III. ONLINE DATABASES

Riverworks has the opportunity to attract new industries and jobs to this area as well as appeal to potential customers. Business to business transactions are often enhanced through the Internet while those looking for available real estate overwhelmingly start their search on the Internet. When the project started, the available real estate for sale and directory of businesses in the area on the Riverworks Development Corporation website were in list format and not up to date. Although you can sort both lists by category, the list format is less appealing to both potential businesses and customers because you do not visually see where the business and/or property is located within the district. The Riverworks team wanted to create a more attractive means of marketing the area that allowed it to showcase what Riverworks had to offer.

3.1 CREATING THE DIRECTORIES

While there are a number of benefits to standard business and real estate directories, there is an even greater benefit to including them in an online directory. Online directories are inexpensive and effective in increasing visibility and customer footfall. Therefore, two updated on-line directories were created for Riverworks:

- business directory: The real estate database is used for marketing for sale or for lease buildings and parcels.
- real estate directory: provides access to local business information.

The directories create publicity and exposure through search engine results and increases as people continually utilize the directory.

Data Acquisition

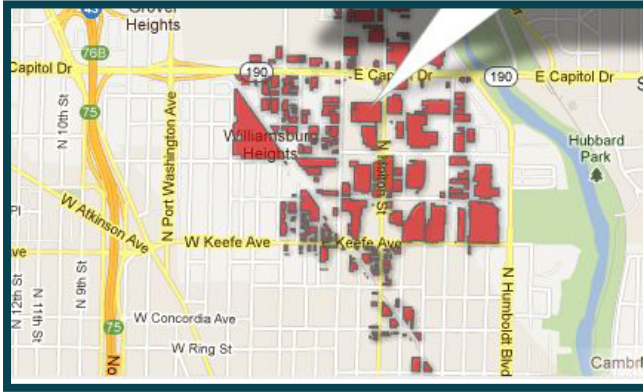
- The latest available Riverworks real estate and business data as of April 2012 were used to create the directories, as recieved from the Riverworks Development Corporation office. To enhance the real estate information in the directory available to the Riverworks Development Corporation, primary research was done on areas that the City of Milwaukee deemed “susceptible to change” or “maybe susceptible to change” with a parcel-by-parcel survey. The data is useful because even though the buildings may not be on the market currently, the owner may welcome contacts from potential buyers. A map has been created of these areas and is listed in Appendix B. The results of the survey were added to available real estate directory database for internal use by the Riverworks Development Corporation.



Interactive Real Estate Web Tool

Businesses Directory List Table		
File	View	Edit Visualize Merge Experiment
Showing all rows options		
Business Name	BID	Address
Rainbow	25	378 E C
CW Price	25	709 E CA
Outpost Exchange Magazine	25	204 E CAP
Community Dental Clinic - Marquette University	25	210 W CAP
Pathfinders	25	4200 N HO
Fala7 Investments	36	3351 N HO
Central Bark	25	3800 N 15
O'Brien Professional Painting	25	4153 N T
The Candlemaker	25	3736 N
O'Reilly Auto Parts	25	272 E C
Red Schafer MMA	25	811 E V
Sunshine Foods	36	103 E K
River's Shore Clinic	25	3707 N R
Communicor	25	629 E KE
Shakeproof Industrial Products	25	3704 N PA
PNC Bank	25	275 E CAP
Imagine Motorsports, Inc.	25	3833 N HUB

Business Directory List in Google Fusion Tables



Interactive business directory with building footprints

Business Directory

The business directory is a listing of information which categorizes all businesses. The details provided in business directories include business names, addresses, contact information and description of the business. The benefits of providing such a directory include direct advertising exposure, business networking, and free traffic generation.

Real Estate Directory

The real estate directory is a listing of currently available properties in an area with relevant information. The details provided about available properties include property type, size, whether the property is for sale or lease, price, zoning and name and contact information of the seller of the property. By consolidating the available listings into a single database, marketing of the available properties in the area is more effective.

3.2 IMPLEMENTING THE WEB-BASED APPLICATIONS

Creating one location to browse all businesses or real estate in the district enhances the desire of a developer to pursue property investment. With over 70% of real estate transactions being made

online, a standard list on a website is a disadvantage in an ultra competitive climate. A large amount of data can no longer attract the potential customers but instead must provide a user-friendly tool for effective presentation of data.

After researching multiple types of web-based applications, the Riverworks Team has come up with two interactive web-tools that utilize the up-to-date versions of the business directory and available real estate lists with Google Fusion tables. Google Fusion Tables allow you to gather, visualize and share your data online as well as combine data from multiple people. Fusion tables were chosen for two different reasons: ease of use (both to users and those in-charge of updating) and cost, which is free.

Features

The online directory made for Riverworks incorporates interactive web features that convey a sense of professionalism and activity that is not conveyed with text only databases. Used with both directories created, interactive web features communicate the information in an easy and effective manner. Comprehensive maps are also used to provide a visual reference and provide information to current and potential businesses and customers.

The business and available real estate directories

were each linked to a building footprint table by the address to show the actual location within Riverworks. This allows for the users to click on the building and a pop-up with relevant information is displayed. Each map initially shows the full list that is in the directory by way of the building footprints. The list can be modified by either a drop down menu search or keyword search of a specific category as chosen by the Riverworks Development Corporation. Once a search is completed, only the business or property that match the search would be represented on map. .

Need for Maintenance

These databases include an array of information but need frequent updating to stay relevant. Though the online directories were created by people with advanced technology skills, advanced skills are unnecessary for updating. The type of format for the web application was created specifically to provide a simple method of updating information without the need of programming knowledge. Furthermore, an update manual has also been created with step-by-step instructions for maintenance and can be found in Appendix C.

3.3 STAKEHOLDER FEEDBACK

A test version of the web-based applications were

presented to Riverworks stakeholders for feedback. An interactive demonstration showed features of the applications, different search options available and the updating process. Comments were extremely positive and stakeholders wanted to know how they could access them after the meeting. Additional suggestions included a feature to give directions and the inclusion of business hours. More information regarding the feedback, including the questions, are available in Appendix D.



Stakeholders testing the web tool



IV. DESIGN AND BRANDING

The perception of Riverworks as a district with high crime and low community value may be the largest obstacle to creating a stable future for its current and future businesses. Much of this misunderstanding comes from the built environment which gives a negative impression due to a lack of quality design and landscaping as well as an unfriendly pedestrian environment. Simple changes will make Riverworks more welcoming and competitive with similar districts in Milwaukee and throughout the country.

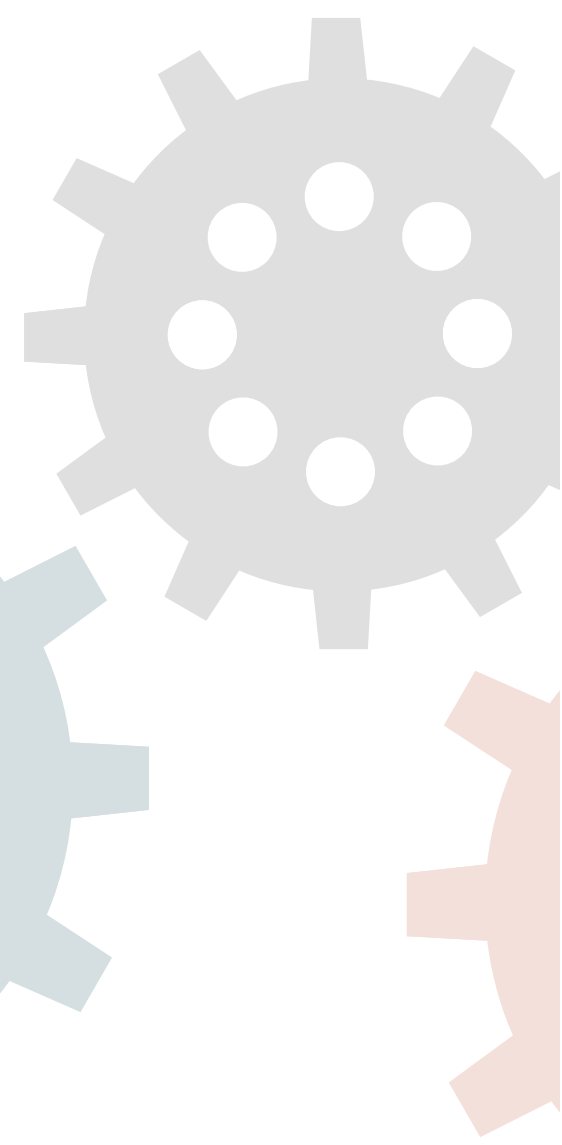
Properly designed, Riverworks can decrease crime and increase the positive perception of its image. This has a direct economic impact, creating higher customer satisfaction in retail customers and giving business owners the incentive to remain and expand in a vibrant and growing district. Riverworks Center has made significant improvements to the neighborhood with the development and installation of signage, gateways, landscaping, and intersection treatments throughout its corridors. These interventions, however, could go farther towards creating an industrial district on par with similar places in Milwaukee and across the nation.

4.1 BACKGROUND

Neighborhood design should encourage high quality investments. Cities, neighborhoods, and special districts promote consistency in design standards throughout all types of land use to create a well designed and thoughtful look. However, uniformity itself is not a solution to a poorly designed environment. The environment must be built with high quality materials and designed at the human scale to create an inviting landscape for all users. The range of items that guidelines address include fencing, landscaping, pathway creation, windows, doors, masonry techniques, shrubbery, lighting, and signage. These items are addressed in Milwaukee's zoning ordinance as individual components.

Riverworks Guidelines Review

In 2009 University of Wisconsin - Milwaukee's Community Design Solutions (CDS) worked with Riverworks to produce the Riverworks Area Design Guidelines. The guidelines outline an improved streetscape throughout the business improvement districts and sets a vision for what is preferred as an accessory for new development and redevelopment. While we CDS has recognized reviewed and recommended a base for design concepts, CDS' descriptions regarding streetscape and redevelopment concepts cover individual



• cosmetic components spanning over broad
• ideas. The succeeding design principles target
• recommendations for design improvements by
• further detailing where and how to utilize the
• components, site specific projects, and improvement
• plans rather than formulating strict guidelines.
• They focus on adding user amenities, repurposing
• underused buildings, redesigning corridors, and
• more efficiently using land. The principles should
• guide improvement projects for existing and new
• development and should always be reviewed in
• context with the zoning ordinance.

• **City Guidelines**

• The City of Milwaukee's Code of Ordinances
• regulates how a property may be arranged and
• designed for different zoning districts and property
• uses. Regulations incorporate physical features,
• access points, construction material, and so forth.
• To create improvements that are effective and
• efficient, the improvements must be permitted by
• code. If permitted, the improvements must match
• specific requirements, and be up to date. In some
• instances, the codes may be barriers to selling
• a site for a specific use because the owner may
• feel a restriction as to what they can do, or feel
• demanded to do too much that becomes costly.
• However, the requirements further encourage
• consistency in design, and as a result improve the

• property value and the number of people visiting
• the business.

• Establishing further guidelines could be viewed
• as extended barriers and demands on businesses,
• delaying projects that could improve the design
• and visual appeal that Riverworks needs. Moving
• forward, it is recommended that the Codes
• of Ordinance be revisited to reinstate design
• regulations that should be followed more closely
• within the District. Code language may also need
• to be altered, or converted from voluntary to
• mandatory, to implement best design practices.
• Some opportunities that Riverworks may wish to
• focus on are expressly permitted and encouraged
• within the zoning ordinance (See Appendix B)

• **4.2 ADVANCING DESIGN**

• Small design details have the collective ability
• to stimulate larger projects and improve visual
• perception. The following are ideas that may aid in
• the aesthetic improvement in Riverworks. BID 25
• is the larger of the two and serves as the industrial
• core. It has a stronger commercial district along
• Capitol Drive as well as large industrial complexes.
• To its south, centering around Holton Street, BID 36
• has a smaller scale commercial district with a mix of
• uses. Its industry tends to be a lower intensity than

that of BID 25. Design recommendations will target the BIDs separately.

Guidelines created by Louisville, KY, Edgewood, WA, and Black Diamond, WA were reviewed to identify the most appropriate direction for advancing best design practices in industrial districts. The guidelines and codes focused on design and use of individual streetscaping components as well as detailing how they should work together to create spaces that are more enjoyable and usable for all users.

The case studies revealed that strategic building placement, high quality design, scale, and a variety of design components on the street can create a cohesive sense of place. More importantly, they showed the importance of creating a pedestrian friendly environment which improves safety and increases positive perception by encouraging more street activity. Riverworks can incorporate the following design principles in moving forward with future planning efforts.

Street Redesign

Pedestrian connectivity and multimodal transportation needs should be taken into consideration when designing primary corridors. Primary corridors accommodate many uses, and will traditionally be adjacent to areas of dense

employment. The use of buildings and space is encouraged by connectivity designed in a safe manner with visible entrances.

Intersections along primary corridors can enhance neighborhood perception and create a friendly environment for pedestrians if well designed. Intersection design should focus on promoting pedestrian and vehicle safety by decreasing the amount the two interact. Curb bump outs could be added to many intersections and could include raised planters to soften the environment. Intensifying intersections of corridors adds prominence and identity and is a visual signifier that a user has arrived at a place of significance.

Gateways

Gateways invite users into an area and give a sense of place which is useful in marketing and building brand loyalty. Improved intersections give additional significance to marked gateways and subtly suggest unmarked ones. Additional gateways should be added, in some capacity, at all major intersections. Gateways may range from large-scale monument signs to intersection treatments, banners or even buildings of significance.

Corridor Intensification

To further enhance activity in primary corridors,



Proposed redesign of Capitol Drive (looking west at Humboldt Ave.)



Humboldt & Capitol Gateway building proposal (looking west on Capitol Dr.)



The intensification of Capitol Drive

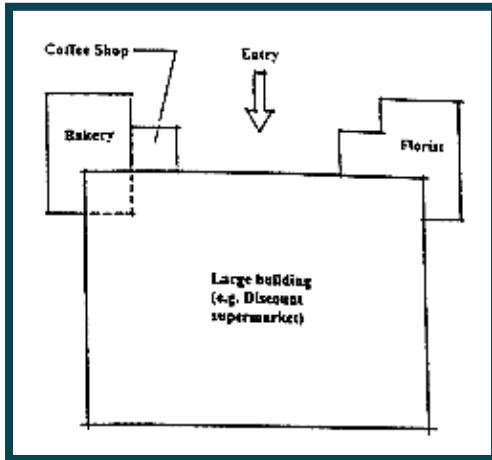


FIGURE 4.1 - Street-oriented building design



FIGURE 4.2 -Excess parking lot space in Riverworks

- small visual elements should be added to suggest
- that the area is intended for pedestrian use.
- Elements such as bus shelters, landscaping, lighting,
- and curbside signage accommodate pedestrian
- users and encourage business development by
- providing a user base. These inexpensive and
- quick interventions will create a more pleasant
- and welcoming look for Riverworks Center while
- creating a sense of pride among current and future
- users. Furthermore, providing separation between
- streets and sidewalks reinforces pedestrian friendly
- designs and creates a stronger sense of safety and
- accessibility. On corners, public spaces, green spaces
- and arranged plantings extend the range of vision
- for vehicles and pedestrians and encourage safety
- and interaction.
-
- Architectural style, size, and building materials
- communicate a specific sense of place for individual
- buildings as well as the surrounding neighborhood.
- Buildings should emphasize a physical and visual
- connection to the public realm through design
- elements such as clear or translucent windows,
- primary entrances and display windows oriented
- towards public streets (FIGURE 4.1). Facades
- also have the potential to create these visual cues
- through street level design at the human scale. Solid,
- blank facades and service zones should be oriented
- away from public streets where translucent windows
-

- and doors create will create an inviting environment
- on the street that feels safer.
- When looking to incorporate green spaces, reducing
- surface lot coverage is the most efficient and least
- cost consuming method available (FIGURE 4.2).
- The amount of surface parking required varies
- based on property use, amount of employers and
- zoning codes. Implementing policies that promote
- shared parking, extended landscaping, or rideshare
- programs reduce the need for parking. Cities can
- then adjust parking requirements in line with the
- reduced demand for parking and increase the
- amount of land available for green space. Additional
- benefits to open spaces include encouraging
- conservation and the provision of places for
- relaxation and social interaction.

4.3 RECOMMENDATIONS

Recommendation: All intersection crossings on primary corridors should utilize unique materials and have curb bump-outs where acceptable to enhance pedestrian safety (FIGURE 4.3).

Analysis: Unique intersections supplement marked gateways and subtly suggest the significance of an area. They also increase pedestrian and bicycle safety by raising the awareness among drivers. Riverworks primary corridors, Capitol Drive and Holton Street, have the most opportunities for

improvement due to poor upkeep and dated design of current intersections. Traffic counts of ~30,000 and ~8,400 vehicles per day on Capitol and Holton, respectively, identify these as the most heavily travelled corridors in Riverworks.

Recommendation: Announce Riverworks as an active industrial and creative district by enhancing gateways sites at three key intersections.

Analysis: Gateways announce the arrival into an area of importance through the strategic placement of significant building and signage. Neighborhoods throughout Milwaukee including the 3rd Ward, Whitefish Bay and Shorewood have successfully used Gateways to welcome residents and visitors. Riverworks District should improve upon its existing gateways by signaling each priority entry points. (FIGURE 4.4) Currently, Riverworks denotes gateways using the Riverworks logo in the median on Capitol Dr. between Fratney St. and Holton St. and at the intersection of Richards St. and Keefe St.

Recommendation: The two major arterials through Riverworks, Capitol Drive and Holton Street, should be considered for a complete redesign to improve the image and function of the corridors. (FIGURE 4.7, 4.8)

Analysis: Capitol Drive and Holton Street serve as the main thoroughfares to arrive in Riverworks.

Stakeholders and visitors have acknowledged the current state of these roads does not entice working in or visiting the neighborhood. The high traffic counts on each street also raises safety concerns for pedestrians, cyclists, and motorists. Despite some having amenities for pedestrians, Capitol Drive is still an unwelcoming street to walk or bike. The barren design of Holton Street, while accommodating to semitrucks for industrial businesses, discourages use by other users. Physical barriers create a feeling of safety for pedestrians on sidewalks in heavily trafficked corridors. A lane of parallel parking or landscaped borders at the road's edge can create such a barrier and range from four to twenty five feet wide depending on the street and sidewalk traffic. Border strips can also be utilized for storing garbage cans and snow berms.

Recommendation: Allow businesses to share parking to meet city codes in lieu of constructing individual lots.

Analysis: The City of Milwaukee and MMSD have been collaborating for over five years to discuss code and ordinances that directly affect stormwater management and barriers to best management practices (BMPs). MMSD recommends implementing a reduction of 25% in the number of parking spaces required in the areas bounded

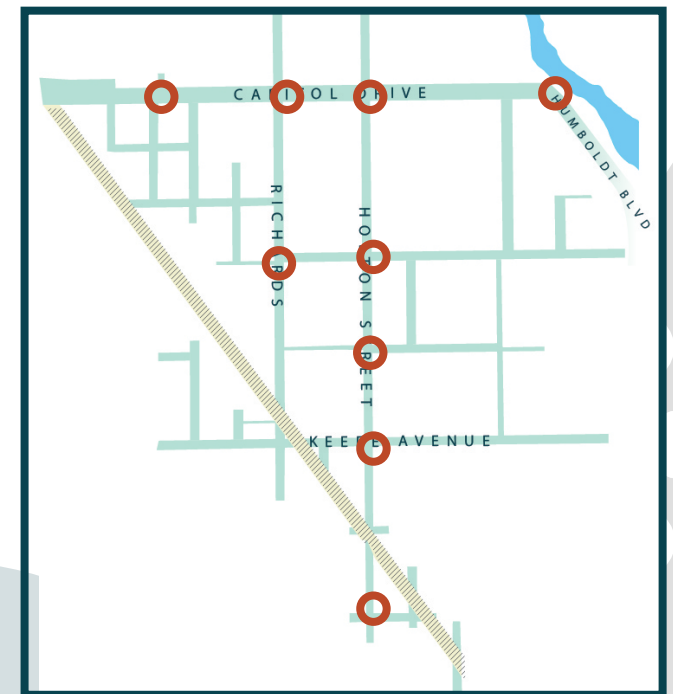


FIGURE 4.3 -Intersections to target for improvement



FIGURE 4.4 -Gateway idea for the Beerline Trail Bridge over Capitol Drive



FIGURE 4.5 -Current street edge condition and proposed buildings holding the street edge on Capitol Drive

by Capitol Drive on the north, Lincoln Ave on the south, Lake Michigan on the east, and 43rd Street/ Sherman Boulevard on the west. Code language was also modified to adjust lot size restrictions from being based on dimensions to overall square footage. The City of Milwaukee has chosen to implement this new regulation, but is currently listed to be voluntary

Recommendation: Redevelopment and any new proposed development will be designed and constructed for creating green public spaces

Analysis: Though most of the district is an industrial district, Riverworks has the capability to incorporate open greenspace in its future land use. Maximizing density and efficiently utilizing land preserves open space and natural features significant to the community's identity, such as the Beerline Trail. For Riverworks, this may be incorporated by centralizing development and retaining green space.

Recommendation: Redevelopment and any new proposed development will be designed and constructed for building up the street's edge.

Analysis: To encourage pedestrian activity and intensive space usage, the City of Milwaukee 's DCD has made provisions to the Code of Ordinances in some districts that require buildings to meet or build up to adjacent properties setbacks. These

districts are commonly in commercial based districts and downtown districts, where street activity is most active. In some redevelopment projects in Riverworks, building additions have been designed and constructed to extend to the street edge, whether a primary (highest ranked) or secondary (second highest rank) street.

Further redevelopment proposals on Capitol Drive should emphasize dense development and building towards the 'highest ranked street,' as categorized by City code. (FIGURE 4.5) Holton Street, another primary corridor, is lined with opportunities to develop outlots within BID 25, specifically between Vienna Street and Keefe Street. As Vienna Street and Keefe Street are second-highest ranked streets, buildings may be built up to these side streets and green public spaces developed along Holton Street. An additional benefit of dense development and designating open spaces for pedestrians avoids creating spaces that may be oddly shaped with little visibility and usability, which often promote criminal activities.

Recommendation: Incorporate innovative efforts into BID 36 project design by keeping a small scale image and intensifying density of uses.

Analysis: The two Riverworks BIDs have distinctly different issues of scale, so it is important to

address their project design elements separately. Individual businesses in BID 36 generally employ fewer workers and lot and structure sizes are considerably smaller than those in BID 25. The BID is also surrounded by single- and two-family residential areas, making it more accessible by foot. These characteristics require specific solutions that would not be appropriate in BID 25, and vice versa. Recommendations for adaptive reuse and infill development will be implemented to a smaller scale in BID 36, which will make visual designs and curbside appeal more noticeable and more utilized. Implementing visual designs such as a village green grid, public art, or Pedestrian Square will enhance the user's experience

Recommendation: Require residential buffers adjacent to IO2 and IL2 zoning.

Analysis: Stemming from sustainable planning, social planning is also a necessity of Riverworks, as there are many residential properties within the district. These nonconforming properties are mainly found along Palmer Street and Keefe Street. On the eastern boarder of the district, houses and apartment units are located off Humboldt Street. Through code, these properties should be screened off from the larger scale buildings within the industrial zones. Currently, residential properties between 3500 and 3600 Palmer Street and along

the north side of Keefe Street between Richards Street and Hubbard Street are only separated from IO2 and IL2 zones by a 9 foot wide alley way. Industrial buildings opposite these alleys nearly double in height of the homes, are lined with blank facades, and are of extreme scales in comparison. Landscape or fencing buffers should be established between these zones to privatize adjacent residential neighborhoods and block unsightly buildings. Public input indicates that many residents prefer landscaped buffers for safety and aesthetic reasons. (picture SW_007 and SW_008)
See Appendix C for Site Specific Recommendations

4.4 STAKEHOLDER FEEDBACK

A number of design elements and visual components were presented to Riverworks stakeholders, at an open house to obtain feedback and input for future visioning. Viewers were presented with images that identified small scale improvements targeting landscaping and fencing, implementing residential buffers and screening, lighting for streets and sidewalks, transparent bus shelters, and a high frequency of trash receptacles, and large scale projects such as repaving crosswalks with cobblestone or brick, redesigning Capitol Drive and Holton Street to include bike lanes, increased medians and tree bordering, gateway placement



Stakeholders at the open house



FIGURE 4.6 -Opportunities to share parking in Riverworks and create green or developable space

and designing, building design and removing parking space for green space. Comments favored accommodating pedestrians and the creation of green, open space. Stakeholders emphasized that the city as a whole needed to be a more “pedestrian friendly city,” and this touched upon highlighting intersections and incorporating bike lanes into street design. By doing so, the city will attract younger professionals and increase business and marketability. In addition, many reacted in favor to the creation of more green space through not only further landscaping the area, but increasing the amount of open space designated as green space. Though many recognized that this was a tough task, there was much support and enthusiasm for proposals to do it.

4.5 SUMMARY

Riverworks has made steps to improving streetscape components. Further efforts for improvement in streetscape and development are better focused on target areas and compact projects that will stir investment throughout the district. Strong improvements to streetscaping and landscaping done in industrial and business parks of Louisville, Edgewood, and Black Diamond have touched primarily on pedestrian connectivity, building and site planning, facades, parking lots, open spaces,

landscaping - for both screening and visual reasons, lighting, and signage. The components interact with each other to create places of interest, but are also to be treated as an individual point of interest. Building facades that exhibit creativity, style, and incorporate windows along public facing streets emphasize a place for interaction and draw outside interest. For commercial properties, it draws customers and business. For realtors, it draws interest from business owners and developers.

Physical space and the built environment is also a design feature to take into account when arranging visual cues. Green space is hard to accumulate in industrial park development, especially in areas of high density. A common practice today is reducing impervious surfaces by reducing requirements for parking spaces. (FIGURE 4.6) Shared parking and permeable pavers are more commonly suggested in development and for land creation. More importantly, in areas that have a high number of older, underutilized parcels, adaptively reusing and infilling new development will save the historic character, costs, and space in revitalization efforts. Buffer zones, or areas of separation, may take the form of pure landscaping that also fulfills this need. Incorporating buffers also is an amenity to residents adjacent to large scale industrial and commercial properties.

A wide ranging redesign for the Riverworks District that would enhance its image would incorporate streets, gateways, alternative transportation, building siting, and landscaping. Many of these changes must be embraced by the City of Milwaukee as well as the Riverworks Development Corporation to succeed. Area businesses should likewise be encouraged to embrace the vision as something that would enhance the functionality of the district and the overall business environment.

Taken in whole, these suggestions may create the momentum for Riverworks that will encourage future projects to elevate design to a level of excellence and set Riverworks apart from similar districts across the city, state and country.

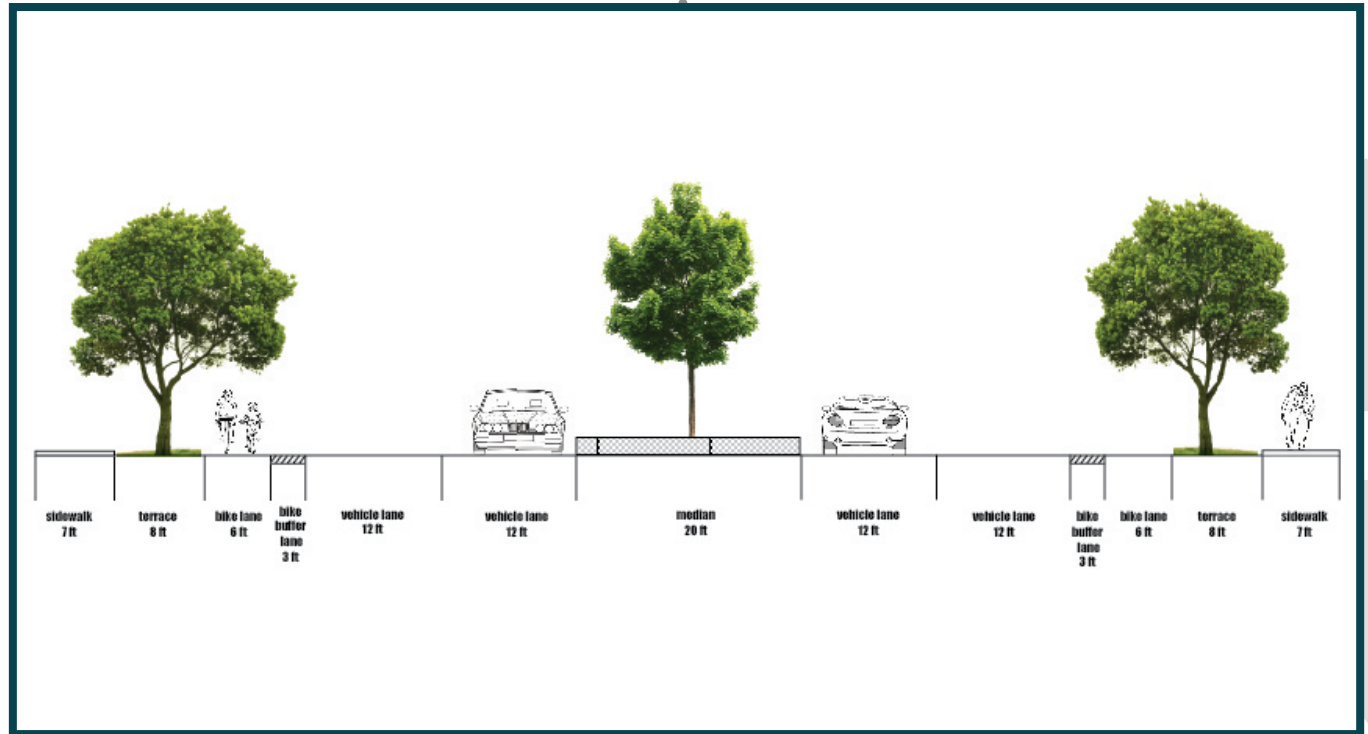


FIGURE 4.7 Redesign proposal for Capitol Drive



FIGURE 4.8 Capitol Drive looking west at Fratney Street



Workforce Development Center

V. PROMOTION OF INNOVATION AND ENTREPRENEURSHIP

5.1 RESEARCH

Innovation and entrepreneurship drive wealth creation. Innovation grows the economic pie while entrepreneurship helps move independent businesspeople out of lower economic classes. Innovation and Entrepreneurship work synergistically with local businesses to help pull the economy towards success. This is especially effective in low-income areas where unemployment is a major problem. However, promoting innovation and entrepreneurship in distressed areas faces significant obstacles because individuals lack capital and necessary skills. These deficiencies must be overcome if an area is to successfully promote innovation and entrepreneurship.

Supporting Entrepreneurship

Capital is a significant hurdle for any entrepreneur to overcome. In struggling areas, it is especially difficult due to the lack of substantial personal wealth. For such areas, entrepreneurs must rely heavily on government programs for funding. The majority of these programs are found at the federal level with an emphasis on traditionally

disadvantaged groups.

Skills are another huge problem for new entrepreneurs. The ability of a person to fix cars does not necessarily translate into billing clients, marketing, or negotiating with vendors. Instead, a new businessperson must rely on trial and error with little evidence if the task is efficiently and effectively accomplished. Programs that train entrepreneurs in basic business skills are necessary to equip these new businesspersons.

Business Targeting

The impact of a business varies by its focus. The focus is therefore important to consider when trying to encourage new development. One such example is a community focused business, also termed “Lifestyle,” that serve local residents and help to capture and circulate wealth within a community and prevent leakage. Typical lifestyle businesses include a dry cleaner, a speciality grocer, or a small bakery. These businesses have no intention of growing beyond a small market and therefore have a limited impact on the area.

The businesses that are intent on developing new products and services for businesses or for a market beyond the local community are called “Growth Entrepreneurs.” These businesses wish to expand





FIGURE 5.2 - Creative Collaborative "Maker's Space".

and flourish to reach maximum market potential. It is the growth entrepreneurs that provide the most economic benefit for a community and should be targeted when developing economic programs.

Besides a focus on growth entrepreneurs, businesses similar to current Riverworks businesses should be targeted to create mutually beneficial relationships in the area. Known as an economic cluster, small businesses often thrive near established businesses in the same supply chain. Considering such business dynamics is important when targeting businesses for Riverworks. Therefore, any program created should consider the type of businesses that may be attracted as a program utilizing the existing economic cluster will have a stronger impact.

Creative Work Spaces

Innovation often occurs as a result of collaboration between creative people and organizations. These relationships are often facilitated by synergistic spaces that provide direct human contact between those who support each other's drive to create products and services. Spaces that support such collaboration are located across the country and have proven to be economic assets.

The Mt Auburn report on the 2010 Creativity Works! Milwaukee Regional Creative Industries

Project found a wide range of creative spaces throughout the Milwaukee 7 region. To quote the report:

Throughout the region, there are a number of buildings and spaces that give artists and other creatives an opportunity to produce their work and operate their business or enterprise. These kinds of spaces are critically important for the longterm economic viability of individuals, small businesses, and the creative industries in general.

The report went on to recommend compiling a data base of creative spaces to be shared, offer resource opportunities to grow entrepreneurial skills, and provide opportunities for local sales. The 2012 Creative Collaborative Spaces report produced by the Creative Alliance of Milwaukee lists 18 spaces found in Milwaukee but none of these were located in Riverworks. Such a space could help to drive creativity and provide a spark for innovation.

5.2 RECOMMENDATIONS

Recommendation: The city should provide staff assistance to new entrepreneurs to help seek out, apply for, and obtain capital.

Analysis: Entrepreneurs require access to capital to start a business. Capital in Riverworks is especially

scarce because of socioeconomic issues, but may be found through government programs or other private sources. Such programs include grants and loans for minorities, women, and other traditionally disadvantaged groups. Local entrepreneurs do not have the knowledge, connections, or understanding of the federal system to obtain grant funding without assistance. By providing a staff member who specialize in entrepreneur funding, resources can be obtained for new entrepreneurs. A more detailed listing and explanation of such programs can be found in the 2011 report Unlocking Entrepreneurship produced by the International Economic Development Council.

Recommendation: Provide entrepreneurial training sessions to support areas of need such as billing, marketing, and legal considerations.

Analysis: Entrepreneurs will lack business skills critical to making a business successful. Local entrepreneurs do not have the experience or education necessary to successfully complete the daily tasks required for a profitable business. Training sessions will provide interested entrepreneurs with training to avoid common pitfalls for new entrepreneurs. This type of program was setup in Greensburg, KS in 2009 allowing about a dozen businesses to take advantage of skills training. Within two years, 2 businesses had already

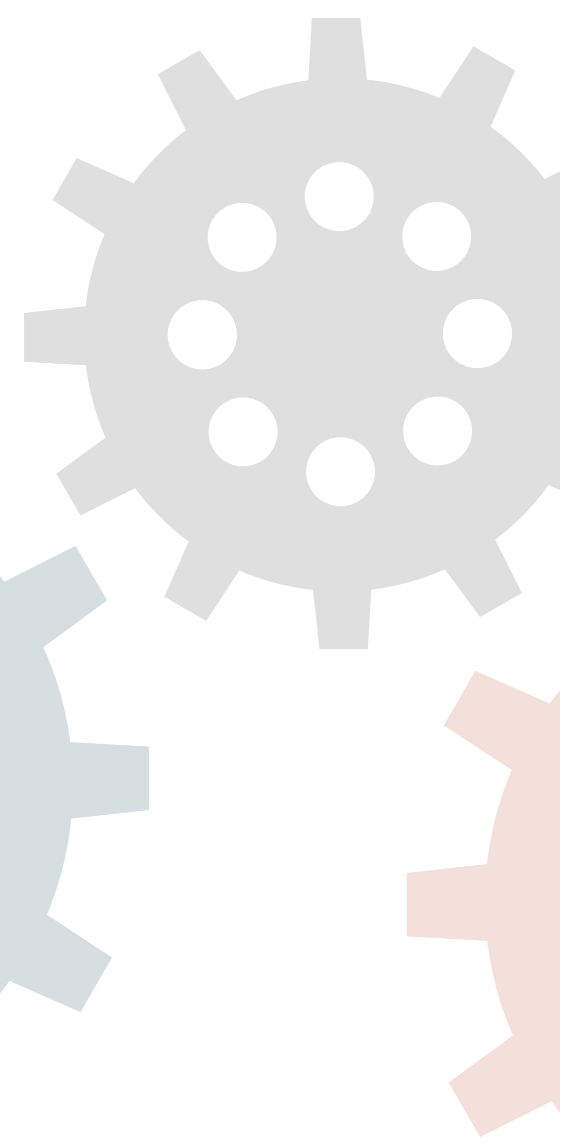
outgrown their facility and moved to large space and credit their success largely to the training program provided.

Recommendation: Growth entrepreneurs should be targeted when seeking new businesses.

Analysis: Because of the potential for job growth, high salaries, and local investment, growth entrepreneurs provide the best addition to the Riverworks economy. When planning new development, the city should develop strategies that focus on this business type to obtain the most return on investment. The support provided to growth entrepreneurs is different than just that which is directed at all Entrepreneurs. As stated in the 2011 report Unlocking Entrepreneurship produced by the International Economic Development Council:

...(T)here are distinct differences between the types of public policies required by lifestyle and growth entrepreneurs. Differences in management skills; accessibility and amount of start-up and working capital; real estate needs; and access to markets all represent areas that economic developers can work on to support all types of entrepreneurship.

Considering the potential needs of growth



entrepreneurs is important when designing new infrastructure, altering land use policy, or alternating public policies is essential if growth entrepreneurs become a target for Riverworks.

Recommendation: Consider possible synergistic relationships to existing businesses when targeting new businesses.

Analysis: New businesses that are in the same industry type as existing can provide a mutually beneficial relationship that increases economic impact. The positives of economic cluster related businesses include a shorter supply chain, less shipping cost, and a closer relationship with suppliers. As the cluster grows, it acts as a magnet and attracts even more cluster related businesses to locate in the area. A prominent example of this is Silicone Valley which is the largest center of technological design in the world. By using this concept with businesses located in Riverworks, synergy of added cluster businesses will provide benefits to established businesses as well attract new businesses. By completing a detailed supply chain analysis of the area, links and missing pieces can be identified. Then, those businesses which are identified as most beneficial can be pursued aggressively by the city and the RDC.

Recommendation: Provide a location for a Creative

Collaborative Space in Riverworks.

Analysis: Creative Collaborative Spaces increase innovation for existing businesses and encourage entrepreneurship. One such example is the Milwaukee Makerspace located on Milwaukee's south side. The Makerspace is a membership organization of garage inventors who share space, tools, and ideas to create new things. Electric cars, three-dimensional printers, and steel cutting lasers are just a few of the ideas brought to life at the Makerspace. As local manufacturers became aware of the Makerspace, they worked with the organization to help develop new technology for their factories. Briggs and Stratton is currently in the process of making their own such space to help spur innovation. Providing or encouraging such a space is a low cost and highly effective method for sparking economic development.

Recommendation: Create a facility to house small businesses.

Analysis: Small businesses and entrepreneurship provide more innovation when working in close proximity to each other. If housed in the heart of the industrial area, the existing business will help provide a stable business climate and potential partners. In return, the small businesses may provide services to businesses that are currently unavailable in the area. Overall, the increase in the

number of businesses will help enliven the streets and create a better atmosphere. Such a facility should be easy to create in Riverworks by utilizing a vacant building that is currently in good condition. The former Johnson building, located at 3775 North Richards, has been selected as a possible location for this new facility and will be used as the example in the implementation section.

5.3 STAKEHOLDER FEEDBACK

Riverworks Stakeholders were presented draft recommendations and analysis to obtain feedback and further direction for the Riverworks Team. A single facility containing all recommendations was used to as a organizational tool to showcase the recommendations. The stakeholders were positive about the Makerspace concept but wanted more concrete information about the types of innovation occurring in the space. There was also a desire for providing more creative work spaces in the area then what was proposed. Initially, there was no training provided for new businesses. The stakeholders strongly believed that some form of staff assistance from the city would be necessary to assist entrepreneurs in finding resources. A recommendation was added to provide city staff support.

5.4 SUMMARY

Innovation and entrepreneurship provide the best opportunity for revitalization of the Riverworks economy. Through the recommendations of providing staff assistance, teaching skills to entrepreneurs, targeting Growth Entrepreneurs, and providing a Creative Collaborative Space, Riverworks can leverage its current assets to provide real economic development.

Though possible to house separately, these recommendations are complimentary and would be most effective if located in one facility. A facility which can house offices, training space, a Creative Collaborative Space, and space for small businesses would be most beneficial. By using vacant space in a current building, more economic activity can be created without displacing current businesses and using existing structures. The implementation of this section has been combined with the workforce development section. Please see section 6.4 to view the implementation of the recommendations found in this section.



Crafastman Workshops within the Workforce Development Center



VI. WORKFORCE DEVELOPMENT

6.1 RESEARCH

Despite a downward trend in Wisconsin manufacturing employment, Southeastern Wisconsin manufacturing plants are facing a shortage of qualified workers. Current estimates by the Metropolitan Milwaukee Association of Commerce show over 5,600 production positions unfilled in the region. It is critical for Riverworks to address the need for skilled workers to be a competitive industrial area. Workforce training addresses this issue by educating unemployed workers to fill the needs of manufacturing facilities.

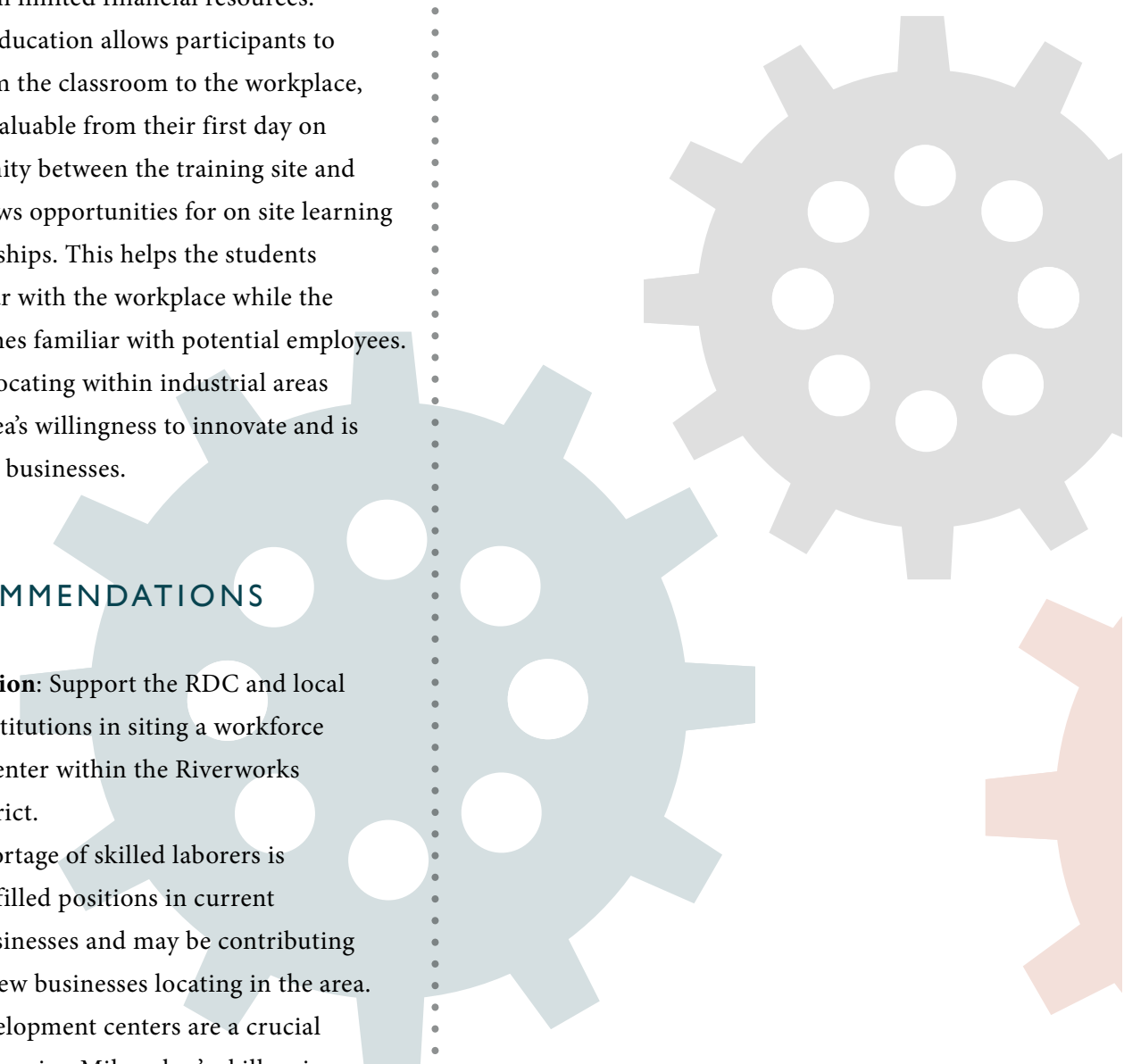
Customized Labor Development Programs

A type of training program that provides many benefits is a business specific, customized training program. Training programs customized for individual companies offer many advantages over traditional education. For one, training times are considerably shorter because of the focus on specific skills. General education classes and electives are unnecessary allowing time to hone critical skills. Another advantage from the provider's perspective is total cost. Because these training programs are

• created by employers, they typically cover the cost
• of training. This limits the cost to the provider or
• individuals with limited financial resources.
• The resulting education allows participants to
• go directly from the classroom to the workplace,
• making them valuable from their first day on
• the job. Proximity between the training site and
• businesses allows opportunities for on site learning
• and apprenticeships. This helps the students
• become familiar with the workplace while the
• business becomes familiar with potential employees.
• Furthermore, locating within industrial areas
• indicates an area's willingness to innovate and is
• inviting to new businesses.

6.2 RECOMMENDATIONS

• **Recommendation:** Support the RDC and local
• educational institutions in siting a workforce
• development center within the Riverworks
• Industrial District.
• **Analysis:** A shortage of skilled laborers is
• resulting in unfilled positions in current
• Riverworks businesses and may be contributing
• to the lack of new businesses locating in the area.
• Workforce development centers are a crucial
• element to addressing Milwaukee's skills mis-
• match issues in a timely fashion. Siting within



Existing Programs

Customized job training is often provided through partnerships with local educational institutions and corporations. These programs benefit from the utilization of established educational models and assets as well as teachers and equipment. An example of this is EJ Ajax, an electronics manufacturer located in Minneapolis, MN. EJ Ajax worked with Hennepin Technical College to train individuals in preparation for employment at their factory. Within the last year, EJ Ajax has hired over a dozen employees through Hennepin's M-Powered program. This program provides a nine month education in both manufacturing related skills and soft skills such as workplace habits and interpersonal relationships.

A similar approach has been utilized by Milwaukee Gear Co. and has shown excellent results. In 2011, they entered into a partnership with the Wisconsin Regional Training Partnership/Big step and the Waukesha County Technical College to create a training program. The program provided fifteen students with a ten week computer-numerically controlled machining program. At the completion of the program, the entire class was hired by Milwaukee Gear within two weeks. A second round of training in 2012 provided a second class of fifteen, of which thirteen were hired at Milwaukee Gear and the remaining two by another business. This program was deemed so successful that Mayor Tom Barrett has received nearly a half million dollars from the Milwaukee Area Workforce Investment Board to facilitate custom tailored job training for other regional companies.

- the Riverworks Industrial District will allow for
- greater coordination between the center and local
- employers and provide more opportunities for on-
- site learning.

- **Recommendation:** Reach out to local employers to identify training needs.

- **Analysis:** The program must be designed with input from prospective employers. Training programs focused on the skills needed in specific companies take less time and produce laborers that can be utilized directly after completion of the program. Facilitating the design of the program with employers also sets the stage for participants to be hired soon after their training.

- **Recommendation:** Financial and logistical support should be offered by the City to coordinate efforts between the Milwaukee Area Technical College and prospective business sector participants.

- **Analysis:** Implementation of the program must be done through a partnership with a local educational institution. The Mayor's Manufacturing Partnership has the funds and the mandate to assist in collaboration between manufacturers and educational institutions. Additionally, the City has the opportunity to increase Community Development Block Grant funding for RDC workforce programs. MATC is a logical partner,

- as they have had success with training projects in the Riverworks area, most notably the solar panel site west of the river. This site was developed with Johnson Controls as a training center for personnel and professionals in the renewable energy sector.

- **Recommendation:** Encourage non-profit organizations with workforce and business development programs to relocate to the Riverworks District.

- **Analysis:** When organizations with similar missions are in close proximity, they benefit through increased collaboration that reduces redundancies and overlapping programs. Their clients benefit through easy access to a variety of resources. Additionally, the availability of a variety of resources induces greater participation by the general public and encourages other organizations to relocate as well. A list of organizations that are engaged in workforce development activities that would be suited for the area is included in the sidebar.

6.3 STAKEHOLDER FEEDBACK

- Draft recommendations and analysis were presented to Riverworks stakeholders during the open house to obtain feedback and further develop these ideas. Comments were very positive about workforce training and inquiries were made regarding different training possibilities. Suggestions were also offered

as to which educational institutions would be amicable to partnering with the RDC to advance this program. The biggest concern was obtaining enough employers to make a workforce training program worthwhile. A comprehensive analysis of the feedback obtained is found in Appendix D.

6.4 IMPLEMENTATION

Workforce & Business Development Center

A workforce development program customized to meet the needs of local businesses creates benefits for the Riverworks District and the surrounding neighborhoods by addressing the needs of both employers and the local workforce. Education geared towards a specific unfilled position decreases the time needed to train and place workers, making it a more flexible program responsive to the needs of the companies involved.

An innovation center also has the potential to improve both the business climate and general image of the Riverworks District. This center, with multiple workshops, a collaborative space, shared equipment and business development resources will be a vibrant addition to the industrial community, spurring new businesses and innovations. Its flexible design will encourage a wide variety of product creation and development, reducing the chance that

- the limited resources would be focused on a small range of crafts.

- Locating both of these programs within the same facility encourages interaction between organizations and programs with similar goals and will create a vibrant atmosphere of innovation to support the growth and development of business activities in Riverworks. This facility could be a cornerstone of the area's redevelopment efforts, showing the rest of the city how the community is a safe and dynamic area to work in and strengthen the Riverworks image.

- This diagram shows how this facility could be organized within an existing building in Riverworks. The floorplan is based on the building at 3775 North Richards, which has been recently vacated.

Integrated Office Space

- Locating offices for the RDC, the workforce program and other related development services in the same location encourages the coordination of efforts and increases efficiency.

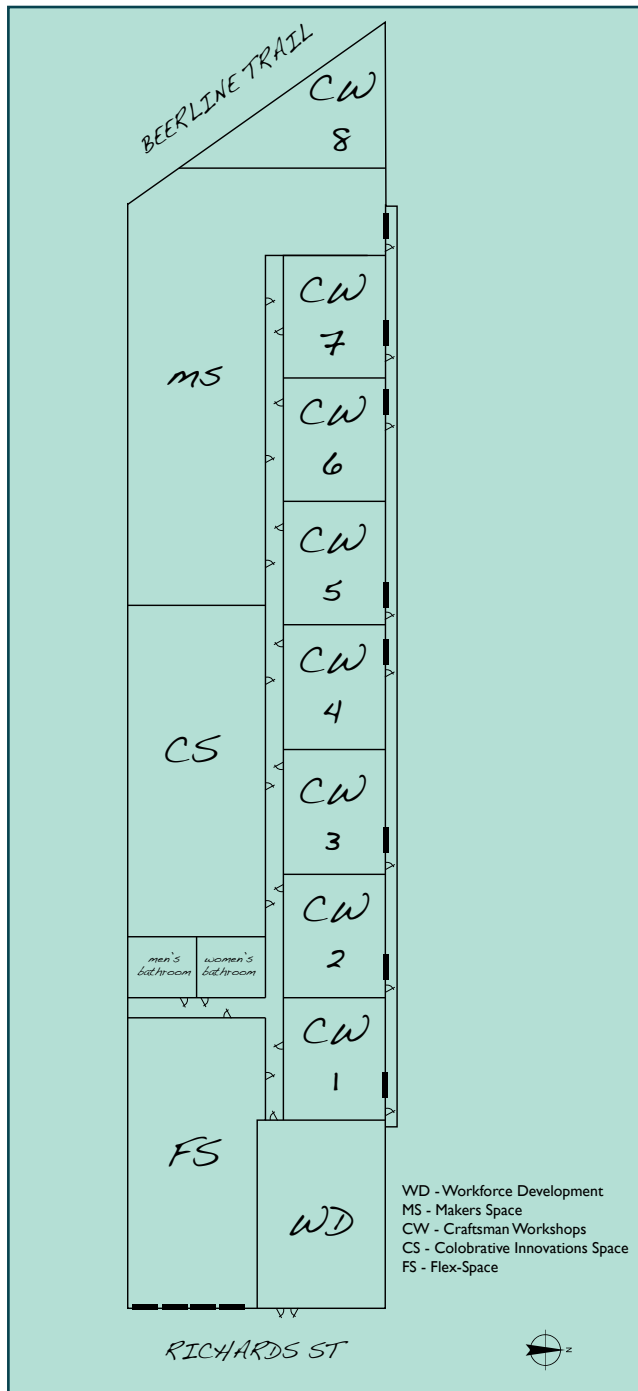
Riverworks MakerSpace

- MakerSpace is a nationally recognized model for membership driven workshops that provide access to shared equipment and space for its

Workforce Development Initiatives

Recently, the Helen Bader Foundation awarded 1.1 million dollars to programs in support of workforce development projects. Many of these organizations would make excellent additions to the support services offered within the proposed development center. These groups include:

- The Community Warehouse Inc.
- Growing Power Inc.
- Literacy Services of Wisconsin Inc.
- Wisconsin Women's Business Initiative Corp.
- Wisconsin Regional Training Partnership Inc.
- Citizen Action of Wisconsin Education Fund
- The Running Rebels Community Organization
- YWCA Greater Milwaukee Inc.
- Mercy Housing Lakefront
- Milwaukee Community Service Corps Inc.
- Milwaukee Urban League
- Uniting Garden Homes Inc.



members. Benefits include lowered costs for individuals and a atmosphere of collaboration.

Craftsman Workshops

- Private workspaces help to establish small manufacturing businesses developed in the MakerSpace and are a visible commercial zone that attracts consumers to the area. Proximity to larger facilities within Riverworks encourages businesses to remain in the area once they've outgrown these facilities.

Collaborative Innovation Space

- A flexible space for tenants to utilize for operations too large to be conducted within their workshops, meeting and additional classroom space.



Proposed redevelopment site before



Proposed redevelopment site after



Craftsmans Workshops along Vienna Ave.

APPENDIX A - OBJECTIVES AND CRITERIA

i. Develop an area wide database describing the land and building conditions of each parcel that is defined as “susceptible to change” or “possibly susceptible to change.”

#1 Criteria: Record condition of at least five different attributes of each susceptible to change parcel.

Rationale: Based on our discussions with the client, five relevant components were initially brought up, and it was suggested that additional information may be useful.

#2 Criteria: Database should record a minimum of 95% of all properties identified as “susceptible to change” or “possibly susceptible to change”.

Rationale: Recording the condition of all buildings in the Riverworks area is necessary for a true comprehensive database. Because some buildings may be unable to be recorded, there is an margin of 5% allowed for error.

#3 Criteria: The database must be in a format that can be made available online for public

access.

Rationale: Creating a uniform place to see what is in the district as well as areas of opportunity enhances the desire of the developer to pursue property investment.

ii. Address the physical image of Riverworks Center that improves accessibility, visual appeal, and provides a cohesive sense of place.

#1 Criteria: Recommendations must increase accessibility by designing for pedestrian friendly uses

#2 Criteria: Improving visual appeal and the physical image must add green, open space to underutilized spaces

#3 Criteria: Add visual cues to primary corridors to acknowledge the district as a sense of place

iii. Recommend a new program or an improvement to an existing program to support increased innovation activity in Riverworks.

#1 Criteria: The proposed program must create 18,000 square feet for small businesses.

Rationale: A small business needs about 3,000 square feet of space to operate. Small businesses typically are better served in a small

community of other new businesses. Because of this, six businesses were chosen as a target thereby necessitating 18,000 square feet for new businesses.

#2 Criteria: The proposed program must provide three different types of support to businesses in the area.

Rationale: A single approach rarely works in helping area businesses succeed. This measure ensures that a minimum of three different supports will be provided to help businesses. This diversity should help ensure that businesses are receiving help in unique ways.

iv. Recommend a new program or an improvement to an existing program to support increased workforce development in Riverworks.

#1 Criteria: The proposed program must complete worker training within one year.

Rationale: The Riverworks area lacks skilled workers to fill open positions available in the area. Current available programs are two or four year programs provided by institutions. Requiring an expedited training process will allow more flexibility to address labor market needs.

#2 Criteria: Proposed program should not require worker participation fees higher than the

ull-time tuition cost of MATC, which is \$1,902.65 per year for 15 credits.

Rationale: An effective workforce training program must be structured to meet the needs of those who are unable to fund their education themselves. Any program that has fees higher than current educational options would be unnecessary, as those who could afford to participate would be able to find training through currently available programs.

**APPENDIX B -
SUSCEPTIBLE TO CHANGE
MAP**



APPENDIX C. - WEB-APPLICATIONS UPDATE MANUAL

OBJECTIVE OF THIS UPDATE MANUAL

This handbook will serve as a tutorial to assist in the update of the Business Directory List and/or the Available Real Estate List in the boundaries of the Riverworks Business Improvement Districts 25 and 36 for the Riverworks Development Corporation. It does not give you all of the details on Fusion tables or discuss all map-making options. Along with basic background information on Google Fusion Tables, this manual shows you the basic steps for:

- Updating the “**Business Directory**” tablePage C-3
 - o Searching within the databasePage C-8
 - o Adding a new business rowPage C-10
- Updating the “**Available Real Estate**” tablePage C-12
 - o Searching within the databasePage C-16
 - o Creating and Deleting available real estate listingPage C-18
- Modifying the “**Building Footprint**” file if an address/error occursPage C-22

INTRODUCTION: What are fusion tables?

One of the quickest and easiest ways to produce simple maps for your Web site is to use Google Fusion Tables. Fusion Tables is an online data management application designed for collaboration, visualization and publication of data.¹

For more in-depth background on Fusion Tables see www.google.com/fusiontables. Google Earth Outreach (<http://earth.google.com/outreach/index.html>) provides several useful tutorials on Fusion Tables to help you import, map, and publish your data. Please click or type in the links below for further information.

Learn the basics and customize info windows:

http://earth.google.com/outreach/tutorial_fusion_sample.html

Mapping your own data:

http://earth.google.com/outreach/tutorial_fusion_yourrowndata.html

Sharing and publishing a map:

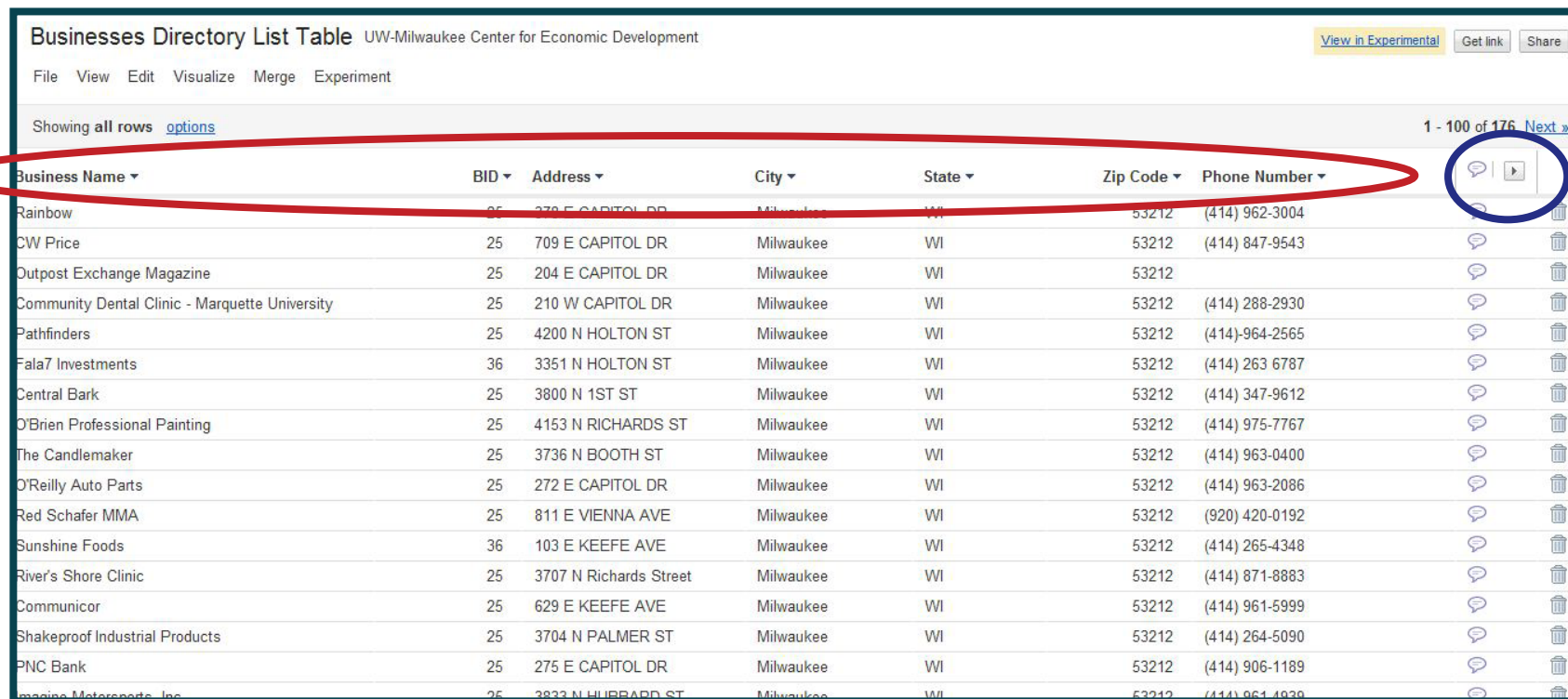
http://earth.google.com/outreach/tutorial_fusion_publish.html

¹ Veregin, Howard, and John J. Czaplewski. Quick and Easy Web Maps with Google Fusion Tables. Tech. no. Ver 1.1. Wisconsin State Cartographer's Office, Dec. 2011. Web. Apr. 2012. <http://www.sco.wisc.edu/images/stories/publications/SCO_quick_and_easy_web_maps_v1.1.pdf>.

Updating the Business Directory List

The Business Directory List table has previously been created; this will serve as a step-by-step guide to help facilitate easy update to the table as businesses within the area change. Pictured below is a screen shot of the initial view of the table once it is opened from the Google documents menu.

The column headings (circled below in red) will be the same, but the business name and other column data is subject to change. To see more column headings click the arrow (circled in blue) to the right.



File	View	Edit	Visualize	Merge	Experiment		
Showing all rows options						1 - 100 of 176 Next	
Business Name	BID	Address	City	State	Zip Code	Phone Number	
Rainbow	25	378 E CAPITOL DR	Milwaukee	WI	53212	(414) 962-3004	
CW Price	25	709 E CAPITOL DR	Milwaukee	WI	53212	(414) 847-9543	
Outpost Exchange Magazine	25	204 E CAPITOL DR	Milwaukee	WI	53212		
Community Dental Clinic - Marquette University	25	210 W CAPITOL DR	Milwaukee	WI	53212	(414) 288-2930	
Pathfinders	25	4200 N HOLTON ST	Milwaukee	WI	53212	(414)-964-2565	
Fala7 Investments	36	3351 N HOLTON ST	Milwaukee	WI	53212	(414) 263 6787	
Central Bark	25	3800 N 1ST ST	Milwaukee	WI	53212	(414) 347-9612	
O'Brien Professional Painting	25	4153 N RICHARDS ST	Milwaukee	WI	53212	(414) 975-7767	
The Candlemaker	25	3736 N BOOTH ST	Milwaukee	WI	53212	(414) 963-0400	
O'Reilly Auto Parts	25	272 E CAPITOL DR	Milwaukee	WI	53212	(414) 963-2086	
Red Schafer MMA	25	811 E VIENNA AVE	Milwaukee	WI	53212	(920) 420-0192	
Sunshine Foods	36	103 E KEEFE AVE	Milwaukee	WI	53212	(414) 265-4348	
River's Shore Clinic	25	3707 N Richards Street	Milwaukee	WI	53212	(414) 871-8883	
Communicor	25	629 E KEEFE AVE	Milwaukee	WI	53212	(414) 961-5999	
Shakeproof Industrial Products	25	3704 N PALMER ST	Milwaukee	WI	53212	(414) 264-5090	
PNC Bank	25	275 E CAPITOL DR	Milwaukee	WI	53212	(414) 906-1189	
Imagine Motorsports, Inc.	25	3833 N HUBBARD ST	Milwaukee	WI	53212	(414) 961-4939	

To organize the data by a specific row heading, click on the arrow to the right of the name and then choose either ascending or descending to sort.

Businesses Directory List Table UW-Milwaukee Center for Economic Development

File View Edit Visualize Merge Experiment

Showing all rows [options](#)

Business Name ▾	BID ▾	Address ▾	City ▾
Business Name	25	378 E CAPITOL DR	Milwaukee
	25	709 E CAPITOL DR	Milwaukee
Magazine	25	204 E CAPITOL DR	Milwaukee
Community Dental Clinic - Marquette University	25	210 W CAPITOL DR	Milwaukee
Pathfinders	25	4200 N HOLTON ST	Milwaukee
Fala7 Investments	36	3351 N HOLTON ST	Milwaukee
Central Bark	25	3800 N 1ST ST	Milwaukee
O'Brien Professional Painting	25	4153 N RICHARDS ST	Milwaukee
The Candlemaker	25	3736 N BOOTH ST	Milwaukee
O'Reilly Auto Parts	25	272 E CAPITOL DR	Milwaukee
Red Schafer MMA	25	811 E VIENNA AVE	Milwaukee
Sunshine Foods	36	103 E KEEFE AVE	Milwaukee

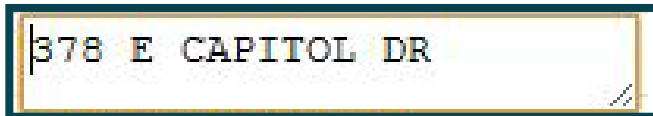
Once you know which category you would like to update, click on the text and a box will pop-up with a blinking cursor. The information can be changed and it will automatically update and save once you move the cursor off the box.

Businesses Directory List Table UW-Milwaukee Center for Economic Development					
File View Edit Visualize Merge Experiment					
Showing all rows options					
Business Name ▾	BID ▾	Address ▾	City ▾	State ▾	
*For Lease	25	3950 N HOLTON ST	Milwaukee	WI	
*For Lease	25	3950 N HOLTON ST	Milwaukee	WI	
360 Degree	25	3950 N HOLTON ST	Milwaukee	WI	
A Bishop Farm	36	3373 N HOLTON ST	Milwaukee	WI	
A.B. Steel Auto Service	36	3475 N HOLTON ST	Milwaukee	WI	
Absolute Custom Extrusion	25	3868 N FRATNEY ST	Milwaukee	WI	
Advance Die Casting Co.	25	3760 N HOLTON ST	Milwaukee	WI	
Al's Window Cleaning - CleanPower Company	25	3889 N 1ST ST	Milwaukee	WI	
Aldi	25	225 E CAPITOL DR	Milwaukee	WI	
Alvilife, LLC		3950 N HOLTON ST	Milwaukee	WI	
American Security & Investigation	25	3889 N 1ST ST	Milwaukee	WI	
Another Hand Foundation	25	3707 N. RICHARDS ST	Milwaukee	WI	
Artifacts	25	3950 N HOLTON ST	Milwaukee	WI	
Barefoot International / Fly High Mfg	25	3878 N RICHARDS ST	Milwaukee	WI	

Each of the categories for the new/updated business can then each be changed accordingly by using the same step of clicking on the text and waiting for the box to appear.

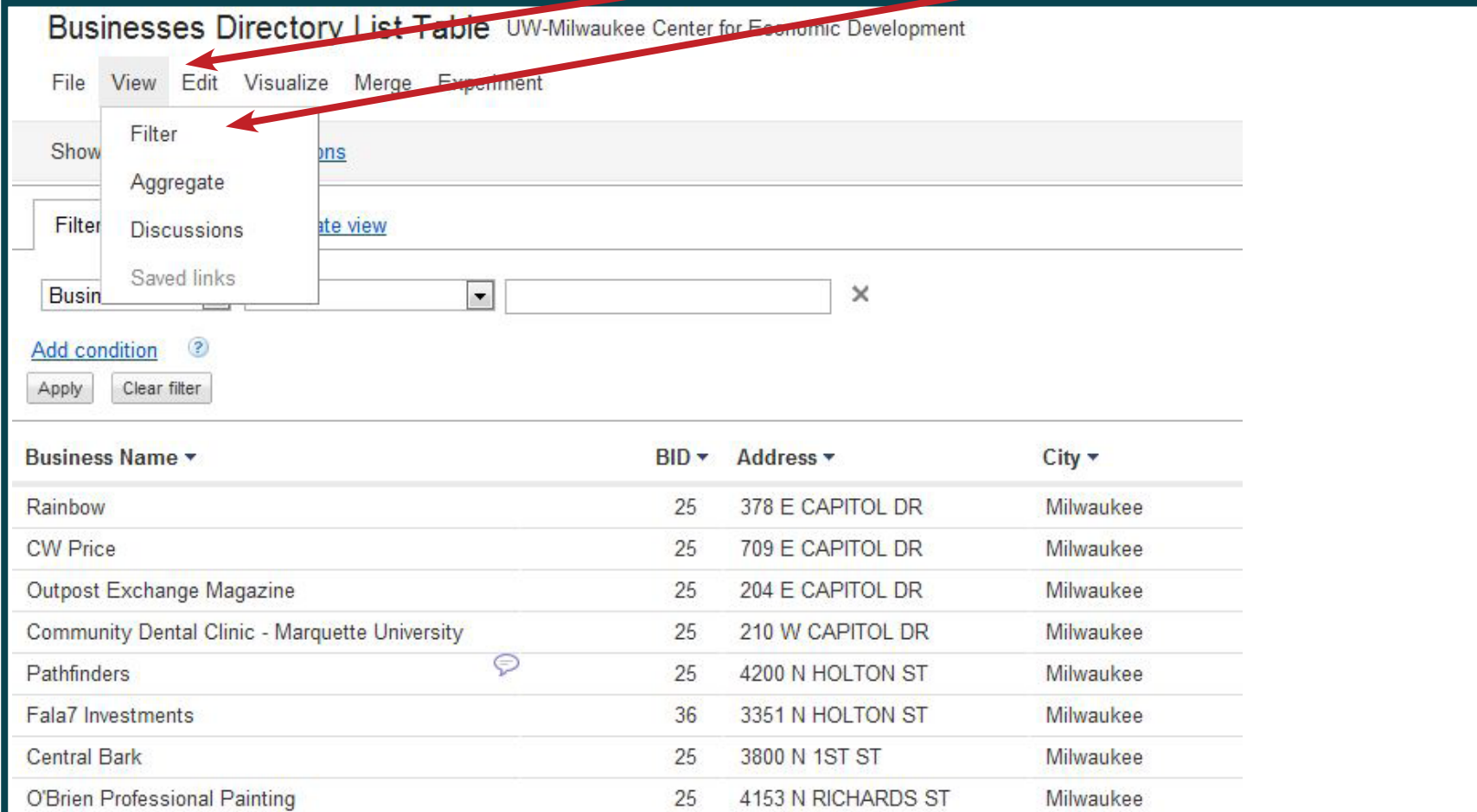
If the Address Column needs to be modified please use ALL CAPS and the correct abbreviations noted below:

- Direction: N, S, E, or W (No period)
- Street Name: ST, DR, PL (No period and ALL CAPS)

A screenshot of a text input field with a yellow background and a dark border. The text '378 E CAPITOL DR' is entered in a monospaced font. A cursor is visible at the end of the text. There is a small icon in the bottom right corner of the field.

Searching for a specific category

Users completes by bringing in a filter of the categories. First hitting “view” and then “filter.”



The screenshot shows a web application interface titled "Businesses Directory List Table" with a subtitle "UW-Milwaukee Center for Economic Development". A menu bar at the top includes "File", "View", "Edit", "Visualize", "Merge", and "Experiment". The "View" menu is open, displaying options: "Filter", "Aggregate", "Discussions", and "Saved links". A red arrow points from the text "First hitting 'view'" to the "View" menu, and another red arrow points from "then 'filter.'" to the "Filter" option. Below the menu, there are buttons for "Add condition" and "Apply", and a "Clear filter" button. The main content area displays a table with the following data:

Business Name ▾	BID ▾	Address ▾	City ▾
Rainbow	25	378 E CAPITOL DR	Milwaukee
CW Price	25	709 E CAPITOL DR	Milwaukee
Outpost Exchange Magazine	25	204 E CAPITOL DR	Milwaukee
Community Dental Clinic - Marquette University	25	210 W CAPITOL DR	Milwaukee
Pathfinders	25	4200 N HOLTON ST	Milwaukee
Fala7 Investments	36	3351 N HOLTON ST	Milwaukee
Central Bark	25	3800 N 1ST ST	Milwaukee
O'Brien Professional Painting	25	4153 N RICHARDS ST	Milwaukee

After doing that you can then search for specific rows by the column criteria. (There is a drop down menu with column headings to choose from.)

Businesses Directory List Table

UW-Milwaukee Center for Economic Development

File View Edit Visualize Merge Experiment

Showing **all rows** [hide options](#)

Filter

[Aggregate](#)

[Create view](#)

Business Name ▼

=

×

[Add condition](#) ?

Apply

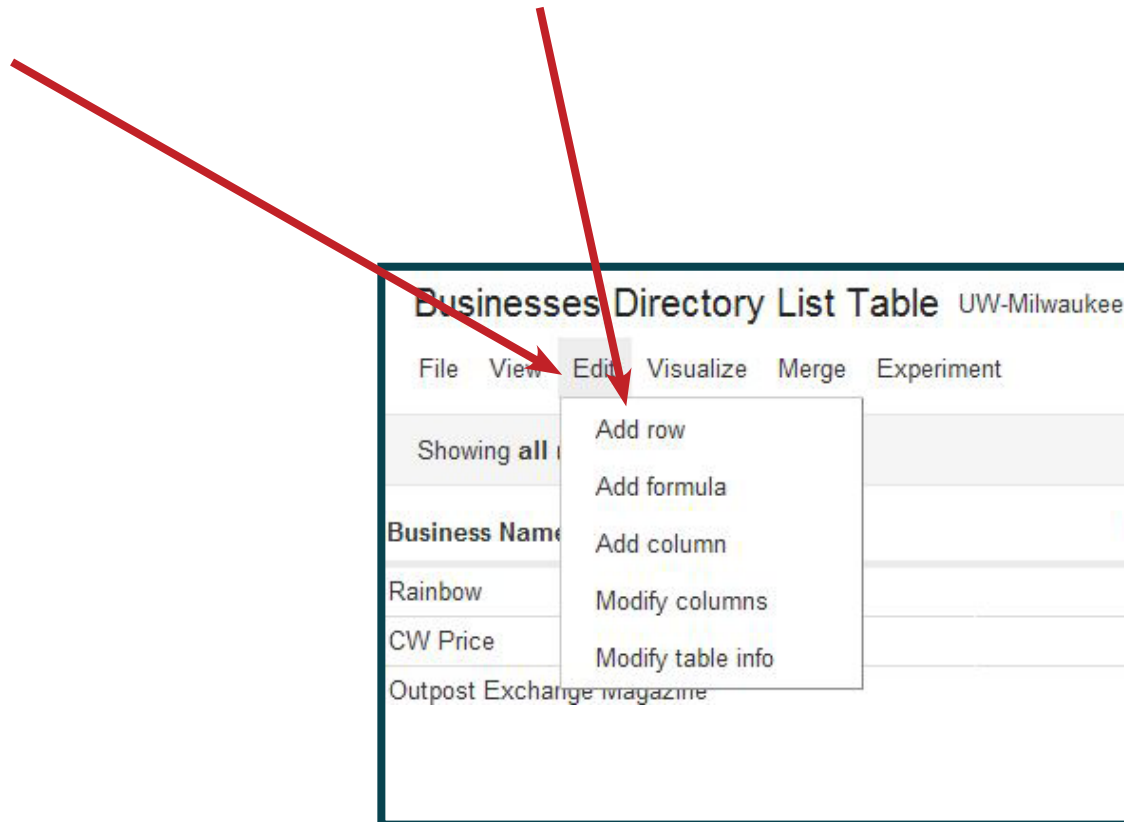
Clear filter

Business Name ▼	BID ▼	Address ▼
Rainbow	25	378 E CAPITOL DR
CW Price	25	709 E CAPITOL DR
Outpost Exchange Magazine	25	204 E CAPITOL DR
Community Dental Clinic - Marquette University	25	210 W CAPITOL DR
Bathfinders	25	4200 N HOLTEN ST

Adding a new business row

If you would like to add a business to the database you should follow these two steps:

First go to “edit” and then click on “Add row”



The screen below will pop up and then you can fill out the necessary information. Just make sure the “Address” line only contains the street address, in ALL CAPS and no periods with the abbreviations (see bottom of Page 3).

Create new row

Business Name

BID

Address

City

State

Zip Code

Phone Number

Website

Description

NAICS

_busin

_NAICS

CORE

Save

Cancel

Updating the Available Real Estate List

The Available Real Estate list has previously been created; this will serve as a step-by-step guide to help facilitate easy update to the table as property availability within the area changes. Pictured below is a screen shot of the initial view of the table once it is opened from the Google documents menu.

The column headings (circled below in red) will be the same, but the business name and other column data is subject to change. To see more column headings click the arrow (circled in blue) to the right.

Available Real Estate List Table

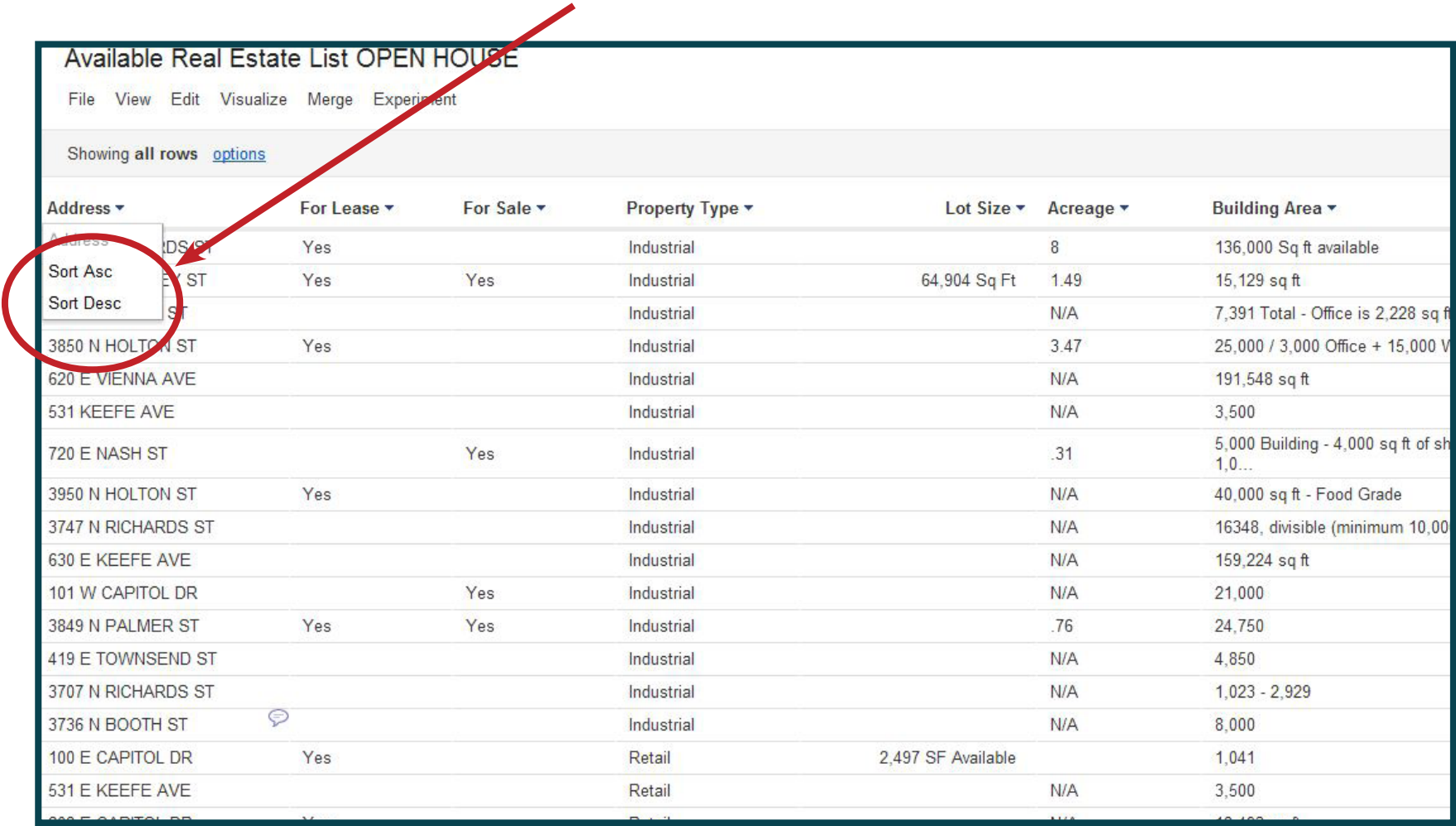
Get linkShare

FileViewEditVisualizeMergeExperiment

Showing all rowsoptions1 - 33 of 33

Address	For Lease	For Sale	Property Type	Lot Size	Acreage	Building Area	
4041 N RICHARDS ST	Yes		Industrial			100,000 Sq ft available	
3740 N FRATNEY ST	Yes	Yes	Industrial	64,904 Sq Ft	1.49	15,129 sq ft	
3747 N BOOTH ST			Industrial		N/A	7,391 Total - Office is 2,228 sq ft., warehouse be...	
3850 N HOLTON ST	Yes		Industrial		3.47	25,000 / 3,000 Office + 15,000 Warehouse	
620 E VIENNA AVE			Industrial		N/A	191,548 sq ft	
531 KEEFE AVE			Industrial		N/A	3,500	
720 E NASH ST		Yes	Industrial		.31	5,000 Building - 4,000 sq ft of shop space and 1,0...	
3950 N HOLTON ST	Yes		Industrial		N/A	40,000 sq ft - Food Grade	
3747 N RICHARDS ST			Industrial		N/A	16348, divisible (minimum 10,000 feet)	
630 E KEEFE AVE			Industrial		N/A	159,224 sq ft	
101 W CAPITOL DR		Yes	Industrial		N/A	21,000	
3849 N PALMER ST	Yes	Yes	Industrial		.76	24,750	
419 E TOWNSEND ST			Industrial		N/A	4,850	
3707 N RICHARDS ST			Industrial		N/A	1,023 - 2,929	
3736 N BOOTH ST			Industrial		N/A	8,000	

To organize the data by a specific row heading, click on the arrow to the right of the name and then choose either ascending or descending to sort.



Available Real Estate List OPEN HOUSE

File View Edit Visualize Merge Experiment

Showing all rows [options](#)

Address ▾	For Lease ▾	For Sale ▾	Property Type ▾	Lot Size ▾	Acreage ▾	Building Area ▾
Address						
Sort Asc						
Sort Desc						
3850 N HOLTON ST	Yes		Industrial		3.47	25,000 / 3,000 Office + 15,000 V
620 E VIENNA AVE			Industrial		N/A	191,548 sq ft
531 KEEFE AVE			Industrial		N/A	3,500
720 E NASH ST		Yes	Industrial		.31	5,000 Building - 4,000 sq ft of sh 1,0...
3950 N HOLTON ST	Yes		Industrial		N/A	40,000 sq ft - Food Grade
3747 N RICHARDS ST			Industrial		N/A	16348, divisible (minimum 10,00
630 E KEEFE AVE			Industrial		N/A	159,224 sq ft
101 W CAPITOL DR		Yes	Industrial		N/A	21,000
3849 N PALMER ST	Yes	Yes	Industrial		.76	24,750
419 E TOWNSEND ST			Industrial		N/A	4,850
3707 N RICHARDS ST			Industrial		N/A	1,023 - 2,929
3736 N BOOTH ST			Industrial		N/A	8,000
100 E CAPITOL DR	Yes		Retail	2,497 SF Available		1,041
531 E KEEFE AVE			Retail		N/A	3,500
3850 N HOLTON ST	Yes		Industrial		3.47	25,000 / 3,000 Office + 15,000 V

Once you know which category you would like to update, click on the text and a box will pop-up with a blinking cursor. The information can be changed and it will automatically update and save once you move the cursor off the box.

View Edit Viewname Merge Export/Import

Showing all rows [options](#)

Address ▾	For Lease ▾	For Sale ▾	Property Type ▾	Lot Size ▾	Acreage ▾	Building Area ▾
RICHARDS ST	Yes		Industrial		8	136,000 Sq ft available
FRATNEY ST	Yes	Yes	Industrial	64,904 Sq Ft	1.49	15,129 sq ft
BOOTH ST			Industrial		N/A	7,391 Total - Office is 2,228 sq ft., warehouse be...
HOLTON ST	Yes		Industrial		3.47	25,000 / 3,000 Office + 15,000 Warehouse
VIENNA AVE			Industrial		N/A	19,548 sq ft
KEEFE AVE			Industrial		N/A	3,500
NASH ST		Yes	Industrial		.31	5,000 Building - 4,000 sq ft of shop space and 1,000 sq ft of office space.
HOLTON ST	Yes		Industrial		N/A	
RICHARDS ST			Industrial		N/A	
KEEFE AVE			Industrial		N/A	
CAPITOL DR		Yes	Industrial		N/A	
PALMER ST	Yes	Yes	Industrial		.76	24,750

Each of the categories for the new/updated business can then each be changed accordingly by using the same step of clicking on the text and waiting for the box to appear.

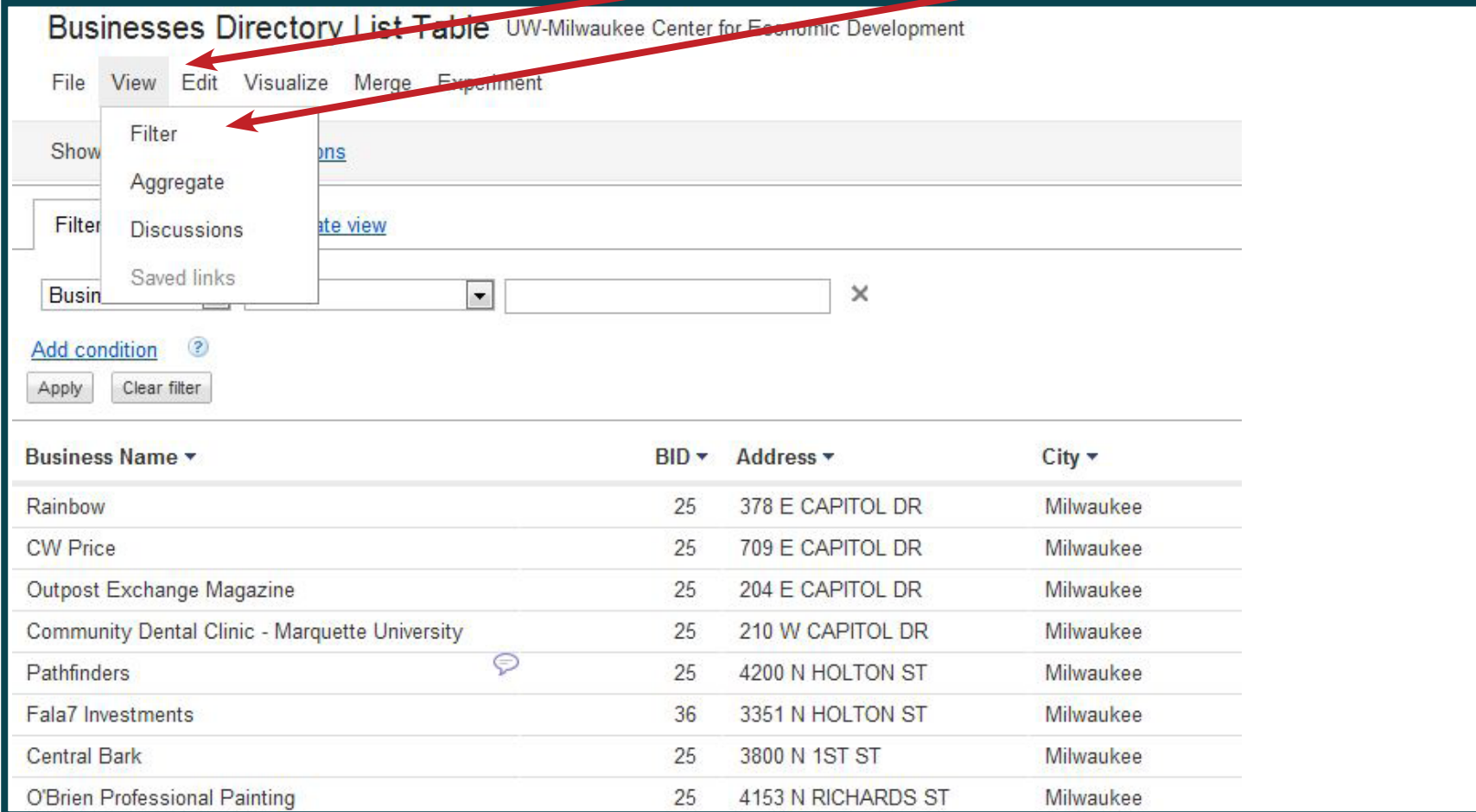
If the Address Column needs to be modified please use ALL CAPS and the correct abbreviations noted below:

- Direction: N, S, E, or W (No period)
- Street Name: ST, DR, PL (No period and ALL CAPS)

A screenshot of a text input field with a yellow background and a dark border. The text '378 E CAPITOL DR' is entered in a monospaced font. A cursor is visible at the end of the text. There is a small icon in the bottom right corner of the field.

Searching for a specific category

Users completes by bringing in a filter of the categories. First hitting “view” and then “filter.”



The screenshot shows a web application interface titled "Businesses Directory List Table" with a subtitle "UW-Milwaukee Center for Economic Development". The interface includes a menu bar with options: File, View, Edit, Visualize, Merge, and Experiment. The "View" menu is open, displaying a list of options: Filter, Aggregate, Discussions, and Saved links. A red arrow points from the "View" menu to the "Filter" option. Below the menu, there is a search bar with the text "Busin" and a dropdown arrow. To the right of the search bar is a button with an "X" icon. Below the search bar, there are buttons for "Add condition" and "Clear filter". The main content area displays a table with the following data:

Business Name ▼	BID ▼	Address ▼	City ▼
Rainbow	25	378 E CAPITOL DR	Milwaukee
CW Price	25	709 E CAPITOL DR	Milwaukee
Outpost Exchange Magazine	25	204 E CAPITOL DR	Milwaukee
Community Dental Clinic - Marquette University	25	210 W CAPITOL DR	Milwaukee
Pathfinders	25	4200 N HOLTON ST	Milwaukee
Fala7 Investments	36	3351 N HOLTON ST	Milwaukee
Central Bark	25	3800 N 1ST ST	Milwaukee
O'Brien Professional Painting	25	4153 N RICHARDS ST	Milwaukee

After doing that you can then search for specific rows by the column criteria. (There is a drop down menu with column headings to choose from.)

Businesses Directory List Table

UW-Milwaukee Center for Economic Development

File View Edit Visualize Merge Experiment

Showing **all rows** [hide options](#)

Filter

[Aggregate](#)

[Create view](#)

Business Name ▼

=

×

[Add condition](#) ?

Apply

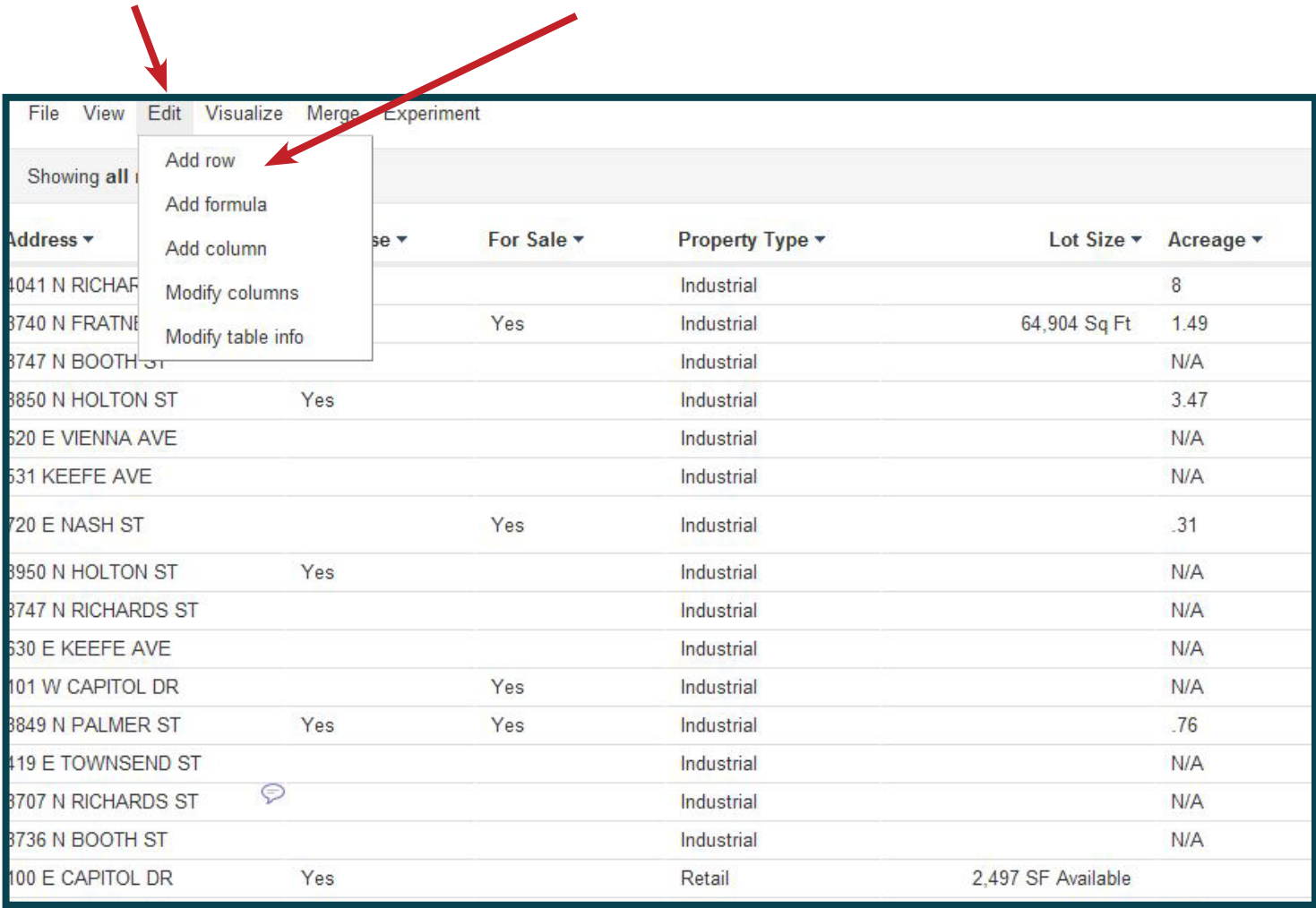
Clear filter

Business Name ▼	BID ▼	Address ▼
Rainbow	25	378 E CAPITOL DR
CW Price	25	709 E CAPITOL DR
Outpost Exchange Magazine	25	204 E CAPITOL DR
Community Dental Clinic - Marquette University	25	210 W CAPITOL DR
Bathfinders	25	4200 N HOLTEN ST

Creating and Deleting Available Real Estate

As the markets change and businesses come and go will have the need to either delete a listing or add a new one. The following will explain the processes associated with each.

Creating: First go to “Edit” and then click on “Add row”



The screenshot shows a web application interface with a table of real estate listings. The table has columns for Address, For Sale, Property Type, Lot Size, and Acreage. A dropdown menu is open under the 'Edit' tab, showing options: Add row, Add formula, Add column, Modify columns, and Modify table info. A red arrow points to the 'Edit' tab, and another red arrow points to the 'Add row' option in the dropdown menu.

Address ▼	For Sale ▼	Property Type ▼	Lot Size ▼	Acreage ▼
4041 N RICHARDS ST		Industrial		8
3740 N FRATNE	Yes	Industrial	64,904 Sq Ft	1.49
3747 N BOOTH ST		Industrial		N/A
3850 N HOLTON ST	Yes	Industrial		3.47
620 E VIENNA AVE		Industrial		N/A
631 KEEFE AVE		Industrial		N/A
720 E NASH ST	Yes	Industrial		.31
3950 N HOLTON ST	Yes	Industrial		N/A
3747 N RICHARDS ST		Industrial		N/A
630 E KEEFE AVE		Industrial		N/A
101 W CAPITOL DR	Yes	Industrial		N/A
3849 N PALMER ST	Yes	Yes		.76
419 E TOWNSEND ST		Industrial		N/A
3707 N RICHARDS ST		Industrial		N/A
3736 N BOOTH ST		Industrial		N/A
100 E CAPITOL DR	Yes	Retail	2,497 SF Available	

The screen below will pop up and then you can fill out the necessary information. Just make sure the “Address” line only contains the street address, in ALL CAPS and no periods with the abbreviations (see bottom of Page 3).

Create new row

Address

For Lease

For Sale

Property Type

Lot Size

Acreage

Building Area

Max Contig

Price Per Square Foot

Sale Price


Details

Company

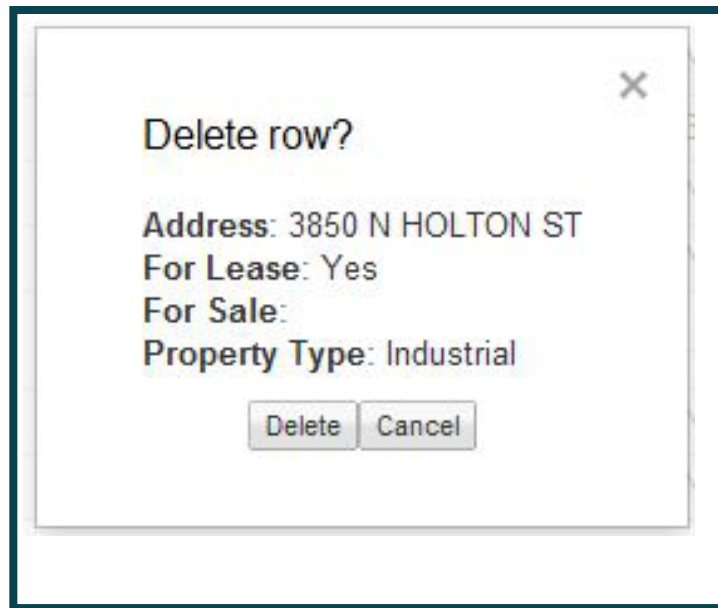
Save

Cancel

Deleting: To delete a listing you simply need to click on the picture of the “garbage can” logo on the right side of the table.

Address ▾	For Lease ▾	For Sale ▾	Property Type ▾	Lot Size ▾	Acreage ▾	Building Area ▾	
4041 N RICHARDS ST	Yes		Industrial		8	136,000 Sq ft available	
3740 N FRATNEY ST	Yes	Yes	Industrial	64,904 Sq Ft	1.49	15,129 sq ft	
3747 N BOOTH ST			Industrial		N/A	7,391 Total - Office is 2,228 sq ft., warehouse be...	
3850 N HOLTON ST	Yes		Industrial		3.47	25,000 / 3,000 Office + 15,000 Warehouse	
620 E VIENNA AVE			Industrial		N/A	191,548 sq ft	
531 KEEFE AVE			Industrial		N/A	3,500	
720 E NASH ST		Yes	Industrial		.31	5,000 Building - 4,000 sq ft of shop space and 1,0...	
3950 N HOLTON ST	Yes		Industrial		N/A	40,000 sq ft - Food Grade	
3747 N RICHARDS ST			Industrial		N/A	16348, divisible (minimum 10,000 feet)	
630 E KEEFE AVE			Industrial		N/A	159,224 sq ft	
101 W CAPITOL DR		Yes	Industrial		N/A	21,000	
3849 N PALMER ST	Yes	Yes	Industrial		.76	24,750	
419 E TOWNSEND ST			Industrial		N/A	4,850	
3707 N RICHARDS ST			Industrial		N/A	1,023 - 2,929	
3736 N BOOTH ST			Industrial		N/A	8,000	

After clicking on the garbage can the menu below will pop up to ask for verification that you want to delete the row, along with information so you can make sure it is the row you intended to delete.



Updating the Business Footprint Table

If the address in the pop-up does not match the business, then information is not displayed. You may find an address to be slightly off or in need of correction in the building footprint table as they were originally taken from the parcel address. The following will show you how to correct it if this error occurs.

Click on the text of the address you would like to change and a box will pop-up with a blinking cursor. The information can be changed and it will automatically update and save once you move the cursor off the box.

Building Footprint Master OPEN HOUSE			
File View Edit Visualize Merge Experiment			
Showing all rows options			
ADDRESS ▾	geometry ▾	geometry_vertex	Join_Count ▾
3210 N PIERCE ST	kml...	13	1
3225 N PIERCE ST	kml...	8	1
615 E CONCORDIA AVE	kml...	4	1
3265 N HOLTON ST	kml...	7	2
3265 N HOLTON ST	kml...	5	2
3271 N HOLTON ST	kml...	5	1
3272 N HOLTON ST	kml...	7	1
3274 N BOOTH ST	kml...	9	1
3279 N BOOTH ST	kml...	5	1

Please use ALL CAPS and the correct abbreviations noted below:

- Direction: N, S, E, or W (No period)
- Street Name: ST, DR, PL (No period and ALL CAPS)

378 E CAPITOL DR



APPENDIX D- PUBLIC PARTICIPATION OVERVIEW

An open house was held on April 13, 2012, lasting from 11:30 AM to 1:30 PM at the Riverworks Lofts, a multi-family rental building developed by the RDC in the heart of the district. The event was laid out with three distinct display stations, a welcome and sign in table, and a gathering area. Attendees were directed to each station showcasing a web-based real estate tool, a business innovation center concept, and image and branding techniques, where a member of the presentation group outlined proposals and answered questions. The open house was attended by close to 30 stakeholders ranging from employees of Milwaukee County, the City of Milwaukee and the City of Glendale, RDC and BID members, neighborhood organizations and associations, business owners, real estate developers, bank representatives residents, and more. The results of the event are summarized in the following sections.



“Web-Based Real Estate Tool”

Niki Hill

Overview

This station consisted of a poster of three different computer screen shots describing the updated

database and the features of the interactive web-tool, and a live test-version of the web-site for stakeholders to view, utilize, and critique. After viewing and interacting with the tools the stakeholders were encouraged to fill out a brief survey of what they liked/did not like, and what, if anything, they would change.

Survey Questions and Results

Question One: Of the following list, what do you think needs to be available for users of the business inventory application?

Number of Responses: 8

Comment Summary: The majority of responses indicate the proposed list of available data fits the needs of the business inventory list, with proposal of two additional categories of directions and hours of operation. A suggestion was also made to have minimal information in the initial pop up but they can click for more information.

Question Two: Of the following list, what do you think needs to be available for users of the real estate application?

Number of Responses: 8

Comment Summary: The majority of responses indicate the proposed list of available data fits the needs of the real estate inventory list. A suggestion was also made to have minimal information in

the initial pop up but they can click for more information.

Question Three: How easy is it for you to use this application?

Response Range: 1 (Very Easy) to 5 (Very Hard)

Number of Responses: 5

Average Response: 2.6

Comment Summary: The initial responses indicate that the applications as shown would have a user friendliness slightly leaning toward the “very hard” in the ease of use.

Question Four: How likely would you be to use either of the web applications?

Response Range: 1 (Not Likely) to 5 (Very Likely)

Number of Responses: 5

Average Response: 4.2

Summary: The initial responses indicate that the stakeholders that took part in the demonstration would high a high likelihood of using the applications in the future.

Business Innovation Center

Dave Boehm and James Starzec

Overview

This station consisted of a mock-up poster showing a potential reuse of an existing Riverworks building

for multiple uses related to business development and workforce training. Additionally, a survey was provided to encourage feedback and gauge participant’s levels of interest. Four elements were illustrated on the poster and described in detail by the group member manning the station. The proposed elements were for a collaborative innovation space, a Riverworks Makerspace, a workforce and business development center and a series of craftsman workshops.

Survey Questions and Results

Question One: How appropriate would a

collaborative space be in Riverworks?

Response Range: 1 (Not Appropriate) to 5 (Very Appropriate)

Number of Responses: 5

Average Response: 4.8

Comment Summary: Two responses indicated that opportunities for collaboration are generally well received in the Riverworks District. An example of a technology transfer display that was housed at the RDC offices was given to illustrate past efforts.

Question Two: How helpful do you think a

Makerspace would be in attracting new entrepreneurs to Riverworks?

Response Range: 1 (Not Helpful) to 5 (Very Helpful)

Number of Responses: 5

Average Response: 4.6

Comment Summary: Responses indicate that a critical need for businesses in the early development stage is assistance with initial overhead costs. Cost sharing mechanisms are needed to lower costs for all participants.

Question Three: What is the likelihood of your business utilizing a workforce development facility in Riverworks?

Response Range: 1 (Not Likely) to 5 (Very Likely)

Number of Responses: 3

Average Response: 3.67

Comment Summary: Only one comment was submitted with the surveys. The respondent was a manager for local restaurant, and as such, did not feel that this type of facility would be beneficial to his business.

Question Four: How helpful do you think manufacturing workshops would be in attracting new businesses to Riverworks?

Response Range: 1 (Not Helpful) to 5 (Very Helpful)

Number of Responses: 5

Average Response: 4.8

Comment Summary: Respondents showed a high level of interest in this suggestion. The ability for this resource to improve the exposure and perception of Riverworks was noted. Support was also expressed

from a local industrial realtor.

Design and Branding

Tony Spagnoli and Sarah Weina

Overview

This station consisted of posters displaying images and concepts to Image and Branding. Two posters represented Streetscape Design and Building and Green Space Design. A third poster was included at the station displaying mock renderings for building renovation and streetscaping methods. The station focused on multiple ways Riverworks could create a positive identity as a business and industrial park with an attractive commercial corridor, become a live/work community, and be visually stimulating. Streetscape Design techniques displayed called for improving and/or enhancing intersections of the primary busy streets of Capitol Dr. and Holton St.; lighting design for increased safety; prevalent and transparent bus shelters to encourage utilizing public transportation; street furniture, trash receptacles, and bike racks along curbsides; landscaping along medians and sidewalks; and gateway markers introducing the district. Building and Green Space Design techniques focused on appearance and accessibility of buildings and places in the district; reusing and redeveloping older buildings; incorporating buffers and screening; and reducing

parking lot coverage and impervious surfaces.

Images of individual places in Riverworks that could incorporate such techniques were displayed at the station so attendees could gain an understanding of how and where the techniques would be applied.

After viewing the images and discussing the design elements, stakeholders were encouraged to fill out a survey responding to the proposals at hand that would be incorporated into the final recommendation.

Survey Questions and Results

A) Image and Branding for Streetscapes

Question One: What are landscaping practices Riverworks could incorporate to increase a positive perception of the area?

Number of Responses: 3

Comment Summary: All responses favored utilizing and thickening median strips on Capitol Dr. and Holton St. Two of three responses would like to see an increase in tree and potted soil plantings filled with flowers along street edges.

Question Two: Where would you target intersection and visual improvements?

Number of Responses: 3

Response Range: Primary intersections had been previously determined and listed as options for improvements, including a space for adding any other

intersections deemed important.

Comment Summary: Many intersections with Capitol Dr., Holton St., and Keefe St. were marked. Two of the three included intersections on Vienna that were marked as important for improvements as well.

Question Three: Where do you believe Riverworks should improve, or expand, to encourage pedestrian activity, provide pedestrian amenities, and promote safety?

Number of Responses: 3

Response Range: Options included street furniture, pedestrian signs, plazas, bike racks, large and small scale lighting, awnings, artworks, and planters.

Comment Summary: All except bike racks were marked as areas for improvement or expansion. Planters received the most votes with 2. Including wrought iron fencing along parking lots was added to the “other” option.

Question Four: What are some ways to improve intersections and traffic safety in Riverworks Center?

Number of Responses: 3

Comment Summary: All responses selected using different material, such as brick or stone, in all crosswalks along Capitol Dr. and Holton St.

B) Image and Branding for Building and Green Space Design

Question One: What design features are most important in increasing pedestrian activity with a building and a place?

Number of Responses: 5

Response Range: Architectural style and technique of the building receive five checks, windows and glass for exposing light and transparency received three, and building material and form received three.

Comment Summary: The form that did not have this question marked did leave a comment of “I really don’t know.” Another commented that this was a tough question and that design features overall “need to be inviting” and that this can be taken in many different ways. Further comments stated that there must be high focus on building restoration and even some improvements to bare walls and blank streets would “lighten up” the facade to make the street look nice.

Question Two: How important is it to create spaces and buildings with pedestrian friendly design?

Number of Responses: 6

Comment Summary: All responses stated that the entire Riverworks area should focus on this, not just commercial. Write in comments said that the entire city as a whole needs to become more pedestrian friendly because it will “attract younger professionals.”

Question Three: What is your view on creating more

open space and designing lot coverage to be more environmentally friendly?

Number of Responses: 6

Comment Summary: All responses believe green space would improve the overall quality of the Riverworks area. Green space/open space is inviting and pedestrian oriented. One response recognized that this is a goal that is hard to attain, but needs to gain more attention.

Question Four: How important is it to develop buffers (separation) between different property uses? (Residential and Industrial)

Number of Responses: 6

Comment Summary: All responses say buffering improves the area and should be expanded.

Furthermore, all responses preferred green/landscaped buffer techniques over fencing or screening. The head of a district neighborhood association for the area said it is important to provide a sense of neighborhood for the residents located within the district. Others commented that safety must be a consideration when planning for buffers, such as providing lighting or set back from streets, so visibility can be high around corners.

**primary idea: pedestrian friendly - nice looking facades, safe streets, open space, accessibility, and landscaping (will present these for Capitol and Holton and priority)*

APPENDIX E - CURRENT CITY CODE RELEVANT TO DESIGN

Some opportunities that Riverworks may wish to focus on are expressly permitted and encouraged within the zoning ordinance. Code of Ordinances to be revisited to encourage better design practices are listed.

1. Create buffer zones between residential zones and industrial zones

S. 295-801-4-d: a transition buffer shall be required when a site zoned light- or heavy-industrial is adjacent to or across a street or alley from a site zoned residential. The purpose of the buffer screens unsightly activities and buildings and to reduce the large change in scale. All allowable methods include setbacks, landscaping and fences as the primary methods, while architectural techniques or features such as masonry walls may also be used. [...]

S. 205-405-1-c-4: a parking lot or structure which is within 25 feet of a wholly residential use shall be screened with an opaque wall or fence at least 6 feet in height erected and maintained between the parking area and the lot line separating the residential use from the parking area. [...]

2. Buildings should be set up to street edge

S. 295-605-b: design standards focus on maintaining compatibility with neighborhood context, consistency with urban design principles, and allowing flexibility. Street orientation directs both building placement standards and pedestrian engagement standards, such as but not limited to entrance placement standards and window requirements, relate to a building's relationship to the street and insure that a new building or addition maintains existing contextual relationships.

S. 295-605-c: for overall building placement, in LB2 zoning, the minimum setback requirement is 0 feet and the maximum is to remain consistent with surrounding urban design. This section is explicit for front setback standards are intended to ensure that the front façade or elements of new construction or additions maintain relationships to the primary street that are similar to the corresponding relationships for buildings of similar use in the immediate vicinity.

Code language may also need to be altered, or converted, from voluntary to mandatory, to implement best design practices discussed between MMSD and the City. MMSD conducted a code of ordinances audit

from 2005 to 2008 to identify barriers to stormwater best management practices and was reviewed in 2011 by their summer intern, Sarah Weina. New code language was presented for implementation.

3. Reduce impervious surface coverage

S. 120-11-3.5: reduce nonpoint source pollution in runoff by acquiring more green space, specifically road right-of-way (ROW) compared to a building area. The commissioner shall employ street design standards to minimize street pavement width and to provide only the pavement width necessary to ensure safe movement in traffic. In accordance, the street ROW minimum should be wider to allow a larger tree border, the space between a sidewalk and street curb, that would allow more options for landscaping and streetscaping.

S. 120-9: in areas where vegetation is required, landscaping must be implemented, such as seeded or sodded grass, trees, shrubs and gardens, or other vegetation on land where a land-disturbing addition has been put, the landscaped areas required by the subsection may be used for stormwater treatment purposes. If interior parking lot landscaping is to be used for bioretention, bioswales, infiltration basins or rain gardens, then a commissioner

may waive the tree and shrub requirements for landscaping of an interior parking lot.

S. 295-403-2-b-4: A reduction of 25% in the number of parking spaces required if the use is located in the area bounded by Capitol Drive on the north, Lincoln Avenue on the south, Lake Michigan on the east and 43rd Street/Sherman Boulevard on the west, or is within 1,000 feet of any regularly scheduled bus stop. This reduction is permitted because of the relatively high availability of public transit service and resultant potential for reduced parking demand in the designated area and in locations in close proximity to bus stops . A reduction of 25% shall also be permitted if the property owner or developer submits written documentation of an ongoing, formally-established bike-and-shower or car pool program at the principal use of the premises and the commissioner determines that the bike-and-shower program or car pool program is of sufficient magnitude and duration to warrant the reduction.

APPENDIX F - SPECIFIC SITES AND INTERVENTIONS FOR DESIGN AND BRANDING RECOMMENDATIONS

Recommendation: All intersection crossings on primary corridors should utilize unique materials and have curb bump-outs where acceptable to enhance pedestrian safety.

Intersections For Improvement:

- Capitol Dr. & Humboldt St.
- Capitol Dr. & Holton St.
- Capitol Dr. & Richards St.
- Capitol Dr. & 1st St.
- Capitol Dr. & 2nd St.
- Holton St. & Vienna St.
- Holton St. & Nash St.
- Holton St. & Keefe St.
- Holton & Concordia
- Richards & Vienna

Recommendation: Announce Riverworks as an active industrial and creative district by enhancing gateways sites at three key intersections.

Key Intersections:

- Capitol Drive & Beerline Trail Bridge
- Capitol Drive & Humboldt Street
- Holton Street & Concordia Avenue

Recommendation: The two major arterials through Riverworks, Capitol Drive and Holton Street, should be considered for a complete redesign to improve the image and function and user base of the corridors. The following changes should be considered for both corridors:

- Accessibility
- Widened Sidewalks
- Fewer Curb Cuts
- Condense entrances to shopping centers
- Curb bump-outs where acceptable
- Incorporate bike lanes
- New development built to street with single entrance and parking in back or to the side
- Curb bump-outs
- Bus shelters at major intersections
- Street Space
- Remove parking lanes on Capitol (north & south sides)
- Add six foot bike lane and three foot buffer lane (between bike lane and traffic lane) on Capitol Drive
- Increase medians to 20 feet
- Plant canopy trees
- Introduce additional landscaping in terrace area (trees, planters, flowers)
- Extend on-street bike lane north to Capitol Drive from current terminus at Center Street

- Add pedestrian harp lighting

Recommendation: Allow businesses to share parking to meet city codes in lieu of constructing individual lots.

Targeted Sites

- Compo Steel Products at 3637 Holton Street is a manufacturing business employing 50-99 workers with asphalt coverage of approximately 124,404 square feet. This does not include lot space to the west of the building for trucks and loading. Currently, the northeast corner area is full of cracks and is unused, and the southeast portion of the property is vacant and for sale. Reducing lot coverage and creating a more visually stimulating, greener environment may increase the probability the lot may be sold.
- C&D Technologies on the intersection of Fratney Street and Nash Street employs 100-240 but has an asphalt coverage of approximately 162,182 square feet. Having surveyed the area over time, the lot and adjacent lots are underused. Furthermore, Tulip Corporation is across the street, where vehicles are parking in small spaces between the building and street. C&D could accommodate Tulip parking, opening up Fratney Street to increased tree borders and streetscaping. Other areas to consider consolidation in are the former Cecco Trading site in Riverworks at the corner of

Fratney Street and Vienna Street, the employee parking of Frentzel Products and Central Bark on Melvina Street, and other businesses within the vicinity employing a smaller number in a single working shift.

- One area that should be addressed immediately is the block along Richards Street, containing the property at 3775 N. Richards St., River Shore Clinic, and an auto garage to the south where the Beerline Trail connects with Richards Street. Three structures here occupy approximately 120,495 square feet of ground cover, while business parking, a vacant parking lot for sale, and a 'storage' yard covers just under 190,000 square feet. As this block runs adjacent to the Beerline Trail, and the Johnson Brothers relocating across the street, it is an ideal location to set the stage for parking lot conversion and implementing more visual appealing open space design. For remaining parking lots that are appropriately sized, increased islands of vegetation should be designed to further increase the green appeal and stormwater management. An example of a BMP design is the parking lot at Lad Lake off Capitol Street on 2nd Street, where recycled tire material is used as the base for tree plantings.

Recommendation: Incorporate innovative efforts into BID 36 project design by keeping a small scale image and intensifying density of uses.

- Potential small scale improvement opportunities:
 - The former Lena's Food Market site and the adjacent vacant auto shop on Booth Street provide an opportunity to adaptively reuse two structures, activate their connection to the Beerline trail and accommodate space for a pedestrian square. The new Riverworks Lofts multi-family housing on Holton Street and Townsend Street also connects to the trail and has left ample room for further designing pedestrian space. Building to the pedestrian scale can also continue down the bike lanes on Holton Street into BID 25.

-Decorative plantings should be installed within the tree borders along Holton Street to enhance pedestrian safety. This inexpensive and quick intervention will create a more pleasant and welcoming look for Riverworks Center while creating a sense of pride among current and future users. Installing tree borders alone may be implemented in all areas of Riverworks and prepared simultaneously with parking lot reductions throughout the district.

- Developing on a smaller scale, BID 36 redevelopments and new developments will be required to
 - Detail window openings using translucent or clear glass

- Create awnings along front windows and facades spanning approximately three feet in width
- Increase streetside lighting schemes to include small scale, hanging lighting at business entrances and large scale, standing lighting along street edges
- Provide a minimum of two pedestrian benches and two trash receptacles per 250 feet of sidewalk

Sustainability Feature

The City has also demonstrated ambition in the Northeast Side Plan to incorporate sustainable development and planning strategies into future land uses and land use alternatives. Many action strategies target strengthening open spaces and natural areas, creating stronger, greener connections that invite walking to destinations, and promoting the use of green spaces in the programming of new development projects.

Sustainable planning is a group of design principles that has gained much recognition over more recent years. The focus around sustainable planning is a three tier process, including economic, environmental, and social planning. Together, the three intermingle to encourage successful, long lasting development. Individually, the three must establish a ground principle to build on that will best work with the others to ensure future success.

Adaptive reuse is another alternative as a number of older buildings have become underutilized. With a large amount of existing buildings and materials, structures can be reused and repositioned for new functions. In areas where buildings are inept to change, infill development replaces the site with new construction that can use recycled material and be designed to fit updated regulations for stormwater runoff and parking lot sizes. Incorporating environmentally friendly best management practices have also been known to reduce property owners' maintenance and development budgets as well as attract further investment. This is applicable to not only business owners but residential properties as well.

Low-Impact Development (LID)

Relative to sustainable planning is the practice of Low-Impact Development (LID). LID practices uses various land planning and design practices and technologies to simultaneously conserve and protect natural resource systems and reduce infrastructure costs. LID still allows land to be developed, but in a cost-effective manner that helps mitigate potential environmental impacts. The U.S. Department of Housing and Urban Development Office of Policy Development and Research has created a user publication titled, "The Practice of Low Impact Development" in 2003 that can be used

as a step by step guide to incorporating LID practices and techniques in all areas of land use. Should the City decide to incorporate sustainable planning into development review, this document can assist in the process.

See "[The Practice of Low Impact Development](#)" for more information. --

